

THE COUNTY OF EL PASO, TEXAS



Photo Credit: Wallace E. Hardgrove

ANNUAL OPERATING BUDGET FISCAL YEAR 2017



El Paso County Commissioners Court

500 E. SAN ANTONIO, STE. 301 EL PASO, TEXAS 79901

Carlos Leon

County Commissioner Pct. 1

Phone (915) 546-2014

Fax (915) 543-3885

Commissioner1@epcounty.com

Veronica Escobar

County Judge

Phone (915) 546-2098

Fax (915) 543-3888

CountyJudge@epcounty.com

David Stout

County Commissioner Pct. 2

Phone (915) 546-2111

Fax (915) 543-3817

Commissioner2@epcounty.com

Vincent Perez

County Commissioner Pct. 3

Phone (915) 546-2144

Fax (915) 543-3809

commissioner3@epcounty.com



Andrew Haggerty

County Commissioner Pct. 4

Phone (915) 546-2044

Fax (915) 543-3854

commissioner4@epcounty.com



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

El Paso County

Texas

For the Fiscal Year Beginning

October 1, 2015

A handwritten signature in black ink, appearing to read "Jeffrey R. Emmer".

Executive Director



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to El Paso County, Texas for its annual budget for the fiscal year beginning October 1, 2015. 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 communications 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 GFOA to determine its eligibility for another award.

TABLE OF CONTENTS

| INTRODUCTORY REPORTS | |
|--|----|
| About El Paso County | |
| Narrative on County Government | 1 |
| Budget Message | |
| Economic Conditions and Outlook | 2 |
| Principal Issues Facing El Paso County | 4 |
| Action Taken as a Result of These Impacts | 10 |
| Strategic Planning Process | 11 |
| Vision Statement, Mission, Core Values | 11 |
| Goals | 12 |
| Policy Agenda 2016-2017 | 13 |
| Management Agenda 2016-2017 | 14 |
| Vision 2031 | 15 |
| Linking Department Goals/ Objectives to overall Entity Goals | |
| Impact of County Adopted Tax Rate on the Average Homestead | 15 |
| Major Funding Issues for Fiscal Year 2015 & Differences in 2015 Budget When Compared to 2014 | 15 |
| Differences in 2017 Budget when compared to 2016 | 18 |
| Acknowledgements | 20 |
| Financial Strategy | |
| Executive and Budget Summary | |
| All Funds-Fund Balance Impacts | 30 |
| Summary of Financial Policies | 31 |
| Fiscal Overview | |
| El Paso County's Basis of Budgeting and Accounting | 46 |
| Fund Structure | 47 |
| Departmental/ Fund Relationship | 49 |
| Budgetary Control | 49 |
| Texas Budget Law | 51 |
| Formulation of the Budget | 51 |
| Tentative Budgetary Calendar for Fiscal Year 2017 | 53 |
| County of El Paso Organizational Chart | |
| El Paso County Commissioners Court by Precinct | |
| Organization by Program Type | |
| | 58 |

TABLE OF CONTENTS

| INTRODUCTORY REPORTS | |
|---|-----|
| Directory of Principal Offices (By Name, Title, Location and Phone Number) | 59 |
| Budget Summary All Fund Types of Revenues and Appropriations | 60 |
| Summary of Budgeted Inter-fund Transfers (Transfers in and Out) | 62 |
| REVENUES (SOURCES) | |
| Budget Summaries – Revenues/Sources | |
| Budget Revenue Comparison with Fiscal Year 2015 Actuals | 64 |
| Overview and Description of all Major Revenue Sources | 65 |
| Overview and Description of Non-Major Revenue Sources | 71 |
| APPROPRIATIONS/EXPENDITURES (USES) | |
| Budget Summaries-Appropriations/Expenditures | |
| Operating Budget Comparison with Fiscal Year 2015 Actuals (All Fund Types) | 78 |
| Actual Expenditures by Fiscal Year - By Program (All Funds) | 80 |
| Budget Summary for Fiscal Year 2016 by Character | |
| Detail Amounts and Graphs of Personnel, Operating and Capital, With Comparison of 2015 Actuals to FY 2016 and 2017 Budgets | 92 |
| General Fund at Summary Level | |
| General Government | 95 |
| Administration of Justice | 192 |
| Public Safety | 273 |
| Health and Welfare | 323 |
| Resource Development | 358 |
| Culture and Recreation | 370 |
| Public Works | 393 |
| Special Revenue Fund Type | 396 |
| Debt Service Fund Type | 518 |
| Capital Project Fund Type | 529 |
| Other Funds | |
| Grants Fund Type | 553 |
| Enterprise Fund Type | 558 |

TABLE OF CONTENTS

| APPENDICES, GLOSSARY AND INDEX | |
|---|-----|
| APPENDICES | |
| Appendix A | 563 |
| Authorized Listing Full Time Equivalent Positions | 564 |
| Listing of Changes in Authorized Positions | 573 |
| Appendix B | |
| Commissioners Court Order Approving the Ad Valorem Property Tax Rate For FY2017 | 613 |
| | 614 |
| Appendix C | |
| Commissioners Court Order Approving the Operating Budget for the Approval of the FY2016 Budget, Fiscal Year Beginning October 1, 2015 | 616 |
| | 617 |
| Appendix D | |
| Demographics and Other Statistics | 619 |
| | 620 |
| Appendix E | |
| Synopsis of Budgeted Funds (Fund Definitions) | 632 |
| | 633 |
| GLOSSARY | |
| Definitions of frequently used terms | 639 |
| Definitions of acronyms | 649 |
| INDEX | |
| Index to Departments | 653 |

ABOUT EL PASO COUNTY

HISTORY

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. El Paso County is one of the 254 Counties in the state of Texas. The County was named in the early days for being a well-known pass (“paso”) 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 and spans a geographic area of about 1,013 square miles.

WHAT IS A COMMISSIONERS COURT



Each County in Texas has a governing body called Commissioners Court. The court is comprised of five members, a County Judge and four County Commissioners. The County Judge is elected at large to a four-year term while the other four members, the County Commissioners, are elected from a precinct to a four-year term. 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.

The Commissioners Court serves as the executive branch of County government. Among numerous of other constitutional and statutorily imposed duties and responsibilities, the five members of Commissioners Court have 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, setting ad valorem property tax rates, and 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. Initially, the Counties were primarily created to facilitate the judicial system. Now, County governments in Texas are involved with providing additional services such as, but not limited to, the delivery of health and welfare services, law enforcement, public safety, cultural and recreational activities, and construction and maintenance of roads and bridges.

Budget Message





COUNTY OF EL PASO

BUDGET AND FISCAL POLICY DEPARTMENT

WALLACE HARDGROVE
EXECUTIVE DIRECTOR

December 15, 2016

The Honorable Veronica Escobar, 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 2017 published operating budget of the County of El Paso, Texas for the period of October 1, 2016 through September 30, 2017. The 2017 budget adopted by the County totaled \$377,467,108, an increase of \$72.7 million or 16.14 percent in comparison to the fiscal year 2016 adopted budget as amended. This document addresses County financial policies, managerial priorities and strategic plans of Commissioners Court and the factors that impacted this budget.

ECONOMIC CONDITIONS AND OUTLOOK

POPULATION

El Paso strategically sits in the heart of the Southwest, as such many businesses are attracted to the El Paso/ Juarez region because of both its location and incredible diversity. As of January 1, 2015 the U.S. Census Bureau estimated the County population at 835,593. The City of El Paso, the County seat, was last estimated, in 2015, as having a population of 681,124. El Paso is the largest city in the United States that borders Mexico. According to the Texas State Comptroller of Public Accounts in its 2016 Annual Cash Report, based on population, El Paso is the sixth largest city in Texas. Larger than Detroit, Boston and Las Vegas, the City of El Paso metro area holds more than 2.7 million people taking our sister city Juarez into account, making it



BUDGET MESSAGE

POPULATION, CONTINUED

the world's second largest bi-national metropolitan area on an international border. With five international ports of entry, El Paso is the focal intersection for regional trade in the Southwest United States. In 2014, conservative estimates were that over 10.8 million private vehicles, 700 thousand trucks and over 6.4 million pedestrians utilized the ports of entry.

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 over 1.6 million. The geographic location of El Paso affords enterprising businesses the unique versatility of being internationally known while remaining in the United States.

NEW PORT OF ENTRY

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 unique trade corridor with accessibility to rail lines and five international ports of entry with Mexico. Over the past few years, the County has been actively involved in the creation of the latest port of entry in Guadalupe Tornillo just east of Fabens. Funds expended to date relate to environmental assessment, bridge and toll facility design and construction and also included the purchase of land and right-of-way necessary for this project. This port opened for operations during fiscal year 2016 and currently a toll free facility to promote its usage while also awaiting completion of major roadways on both sides of the border. Current activity directly related to this project involves the construction of a new roadway which will take both private and commercial traffic north from Texas highway 20 to Interstate 10. Funding for this roadway project was leveraged from the County's new \$10 transportation fee that is assessed on all vehicles registered in the County. This new revenue source generates approximately \$6.6 million this year. An inter local agreement between the County and the Camino Real Regional Mobility Authority allows for the funds to be managed and utilized to fund and leverage multi-million dollars in funding towards this and many other roadway projects within our community that will greatly assist in the mobility needs of our community which was set as a high priority by the court this year during our annual strategic planning session.

MOVEMENT IN THE ECONOMY

The El Paso region is still seeing positive movement in the economy. Government remains vital to the economy as our single largest economic driver is the Fort Bliss Military Base. The Army's Fort Bliss regional military complex has an estimated annual direct economic contribution of over \$6 billion. El Paso collected several "best of" U.S. metro area rankings in fiscal 2015. El Paso ranked in the Top cities for first-time home buyers (wallethub.com, 2016), was named among the top 10 places to live in the U.S. for quality of life, according to a list of rankings from (U.S. News & World

BUDGET MESSAGE

MOVEMENT IN THE ECONOMY, CONTINUED

Report June 2016), El Paso became nation's 11th largest exporter ([USA today](#) September 2016) and El Paso was named among the top 10 places to live in the U.S. for quality of life, according to a list of rankings from ([U.S. News & World Report](#) June 2016)

| El Paso MSA Employment by Industry El Paso Metropolitan Statistical Area Profile obtained from the Texas Workforce Commission | | | | | |
|--|----------------|----------------|---------------|-------------------|------------------|
| Industry Types | September 2015 | September 2016 | Amount Change | Percentage Change | Percent of Total |
| Mining, Logging and Construction | 14,500 | 14,900 | 400 | 2.75% | 4.78% |
| Manufacturing | 17,100 | 16,400 | (700) | (4.27)% | 5.26% |
| Wholesale Trade | 11,300 | 11,300 | - | - | 3.62% |
| Retail Trade | 38,800 | 40,400 | 1,600 | 4.12% | 12.97% |
| Trans, Ware & Util. | 15,000 | 15,100 | 100 | 3.39% | 4.85% |
| Information | 5,900 | 5,700 | (200) | (3.39)% | 1.83% |
| Financial Activities | 12,200 | 13,100 | 900 | 7.38% | 4.20% |
| Professional and Business Services | 32,600 | 32,900 | 300 | 0.09% | 10.56% |
| Education and Health Services | 43,400 | 45,300 | 1,900 | 4.38 | 14.54% |
| Leisure and Hospitality | 33,800 | 36,200 | 2,400 | 7.10% | 11.62% |
| Other Services | 9,900 | 10,100 | 200 | 2.00% | 3.24% |
| Total Government | 69,300 | 70,200 | 900 | 1.30% | 22.53% |
| Total Labor Market | 303,800 | 311,600 | 7,800 | 2.57% | 100.00% |

The MSA's higher education anchor, The University of Texas at El Paso (UTEP), was founded in 1914 as the State School of Mines and Metallurgy. With a budget of \$471 million for the 2016-17 academic year, UTEP generates an annual economic impact well in excess of a billion per year in El Paso County.

PRINCIPAL ISSUES FACING EL PASO COUNTY

1. EMPLOYMENT

According to the City of El Paso and Fort Bliss, the metro area's five largest employers are Fort Bliss (40,800 military and civilian), El Paso Independent School District (8,600), City of El Paso (6,600), Ysleta Independent School District (6,200), and T&T Staff Management LP (5,900) Western Refining remained the metro area's single Fortune 500 Company, with headquarters in El Paso. According

BUDGET MESSAGE

PRINCIPAL ISSUES FACING EL PASO COUNTY, CONTINUED

to the Texas Workforce Commission's October 2016 issue of Texas Labor Market Review, the statewide unemployment rate was 4.9 percent in September. When compared to the same time last year, this was .50 percent higher. As reflected on the next page, El Paso's unemployment rate for September was 5.3 percent in comparison to 5.2 percent in September 2015. Over the past fiscal year, between September 2015 and September 2016, El Paso added 7,800 jobs overall. Further analysis reflects that 8,700 job gains resulted which netted with 900 job losses. Some of the more significant job gains occurred in the areas of Leisure and Hospitality 2,400, Education and health services 1,900 and retail trade 1,600. The largest decline occurred in the manufacturing sector which lost 700 jobs.

Planned economic growth in the metro area includes medical infrastructure expansion. Fort Bliss' new medical center is scheduled to open in 2019. Tenet Healthcare Corporation plans to open a new Eastside Hospital medical wing and a new hospital in northwest El Paso and Far East El Paso. University Medical Center, the county hospital, is opening a number of metro satellite facilities in 2017 and 2018.

El Paso's cultural and business ties as a border region with Mexico drive its economy. The renewed attraction of El Paso County as a favorable business environment, coupled with continued moderately low interest rates, continues to stimulate local construction activity.

2. PER CAPITA PERSONAL INCOME

The per capita income for an area may be defined as the total personal income in an area divided by the number of people in that area. Per capita income is often used as a measure of the wealth of the population of a nation, particularly when compared to other nations. It is usually expressed in terms of a commonly-used international currency, such as the US Dollar, and is useful because it is widely known and produces a straightforward statistic for comparison.

El Paso County, being a border community, has historically lagged behind the state and national averages when it comes to per capita income. Based on data obtained from the Regional Economic Information System, Bureau of Economic Analysis, El Paso had a per capita personal income (PCPI) of \$32,614 in 2015. This PCPI ranked 223rd in the State and was 68 percent of the national average, \$48,112. The 2015 PCPI reflected an increase of 4.9 percent from 2014. The 2014-2015 state change was 2.6 percent and the national change was 3.7 percent. In 2005, the PCPI of El Paso was \$22,702 and ranked 210th in the state. The 2005-2015 compound annual growth rate of PCPI was 3.7 percent. The compound annual growth rate for the state was 3.7 percent and for the nation was 3.0 percent.

BUDGET MESSAGE

PRINCIPAL ISSUES FACING EL PASO COUNTY, CONTINUED

3. RETAIL SALES TAX

El Paso County relies on sales and use tax revenues, as they comprise 15.92% of all fund budgeted revenues. Gross retail sales in El Paso totaled approximately \$8.77 billion in 2015. Sales Tax revenue has grown at an average rate of 6-7 percent over the past decade. It is expected that this trend will continue with increases in local population, job growth and cross border international sales and is expected to top \$9 billion in 2017.

4. AVERAGE VALUE OF HOMES

The average home value in El Paso County in 2016, according to the El Paso Central Appraisal District, was \$123,726 an increase of \$128 or 0.01 percent from 2015. According to the Texas State Comptroller, single-family building permits issued in the El Paso MSA grew by 11.4 percent in the year ending in August 2015, which was 2,518 permits compared to 2,260 for the year ending in the previous August. According to Texas A&M University's Real Estate Center and as seen on this table, the average value of new single-family homes in the El Paso MSA jumped to \$160,700 in September 2015, up 1.6 percent from \$158,200 in September 2014. This information reflects that approximately 20.6 percent of all homes sold in 2014 were valued at less than \$100,000. Additionally, approximately 59.4 percent of homes sold were valued between \$100,000 and \$200,000 leaving a balance of 20 percent representing home sales over \$200,000.

| Price Range | Percent Distribution | | | | |
|-----------------------|----------------------|------|------|------|------|
| | 2011 | 2012 | 2013 | 2014 | 2015 |
| \$0 - \$69,999 | 5.4 | 5.5 | 5.8 | 6.0 | 6.0 |
| \$70,000 - \$99,999 | 16.3 | 14.8 | 14.4 | 15.9 | 14.6 |
| \$100,000 - \$149,999 | 40.3 | 39.1 | 37.8 | 35.0 | 35.5 |
| \$150,000 - \$199,999 | 20.5 | 22.0 | 22.1 | 22.9 | 23.9 |
| \$200,000 - \$249,999 | 7.8 | 9.4 | 9.2 | 10.3 | 9.8 |
| \$250,000 - \$299,999 | 4.7 | 4.6 | 5.2 | 4.7 | 4.6 |
| \$300,000 - \$399,999 | 3.3 | 3.0 | 3.5 | 3.5 | 3.5 |
| \$400,000 - \$499,999 | 1.0 | 1.1 | 1.2 | 1.1 | 1.1 |
| \$500,000 - \$749,999 | 0.4 | 0.4 | 0.7 | 0.5 | 0.7 |
| \$750,000 - \$999,999 | 0.1 | 0.1 | 0.1 | 0.1 | 0.2 |
| \$1,000,000 + | 0.1 | 0.1 | 0.0 | 0.0 | 0.0 |

5. LEGISLATIVE CHANGES

El Paso County as well as other counties across the State remain concerned and alert to recent legislative initiatives focused on the Texas tax system and proposals for change. Over 54.9 percent of all of the County's local general fund budgeted tax revenue comes from the ad valorem property tax. The sales and use tax, which is the largest tax paid by most El Pasoans comprises just under 16 percent of the County's total revenues budgeted for 2017. Governments across the nation, at the federal, state and local levels, have all experienced budget challenges during the past few years; therefore, governments strive to attain a sustainable and generally an ever growing demand for

BUDGET MESSAGE

PRINCIPAL ISSUES FACING EL PASO COUNTY, CONTINUED

public services with rather limited resources. Depending upon action taken by the State of Texas in any future legislative sessions, the potential future financial impacts could range from tens to hundreds of millions of dollars assuming tax revenues are capped or shifted from local to state governments.

Based on “Sources of Revenue: A History of State Taxes and Fees in Texas 1972-2014” issued by the Texas Comptroller of Public Accounts, it is estimated that about half of all taxes paid by Texans goes to the state government and represents approximately 72.1 percent of the state’s net revenue in fiscal year 2014; the other half goes to local governments, primarily to school districts. The bulk of state taxes go to pay for public and higher education and health and human services. Based on current rates, local taxes in support of public education comprise approximately 44 percent of the total local levy or \$1.24 per \$100 valuation and the remainder is attributable to funding services of the County (\$0.452694 or 16 percent), 27 percent represents the City and the remaining 13 percent is for Special Districts. The federal government has played an increasingly important role in supporting state services, but future federal funding is very uncertain, placing great pressure on state revenue sources and ultimately local county government. Concern revolves around the premise that the current Texas state and local tax system fails to provide a stable source of adequate revenue from a balance of sources and, furthermore, that the system does not distribute tax burdens equitably. El Paso County remains concerned as to how the State of Texas will address this funding issue, as any change in the tax system should ensure the provision of sufficient revenue to meet the current needs of all Texans for adequate public services, not only at the state level but the local level as well.

6. COUNTY FINANCIAL POSITION – FUND BALANCE

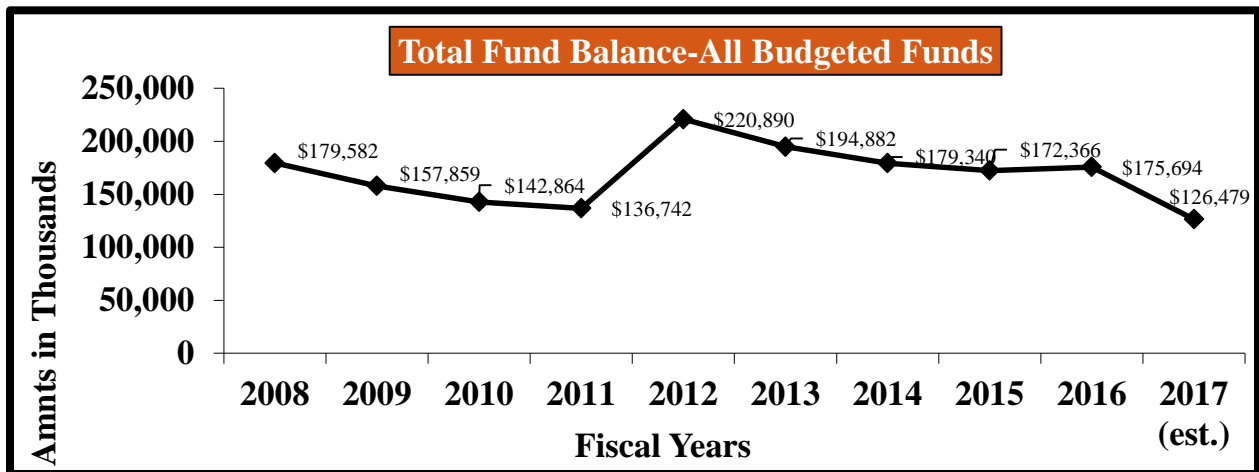
Fund balance refers to the excess of assets over liabilities in governmental funds. As stated in the County’s financial policies, for the purpose of financial planning, fund balance is defined as the cumulative surpluses or deficits resulting from the difference between expenditures and revenues in any one fiscal year. The cumulative effect of yearly fund balance amounts is furthermore addressed as a fund balance reserve. When evaluating fund balance reserves, it is vitally important to maintain sufficient positive fund balance reserves in order to avoid borrowing to meet short term operating needs and withstanding any unforeseen emergencies. The County operates under a balanced budget as required by law. This does not mean that estimated revenues must always be exactly equal to budgeted appropriations. In most of the annual operating budgets, the Commissioners Court members usually decide to use at least a portion of the unassigned fund balances to balance the revenues to appropriations. As a sound financial management practice, members of the Commissioners Court consistently emphasize maintaining sufficient unassigned 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

BUDGET MESSAGE

PRINCIPAL ISSUES FACING EL PASO COUNTY, CONTINUED

the fiscal year, but in particular during its first quarter of the fiscal year, October through December. Since the County's main cash inflow, namely property taxes, does not become a significant inflow until late in December each year, maintaining adequate working capital during the first fiscal quarter to meet payroll and other normal operating expenses is always of paramount concern.

Another significant purpose of fund balance is to offset unexpected increases in costs, unanticipated dips in revenues and withstanding any unforeseen emergencies. Fund balances serve as buffers absorbing the bumps from unanticipated and adverse short-term financial fluctuations. During the budget process for Fiscal Year 2017 the Commissioners Court updated its annual financial policies and choose to budget unspent prior year reserves as a means of having appropriations available for unforeseen emergencies, this action accounted for a significant increase on the FY17 General Fund assignment of reserves and the overall budget.

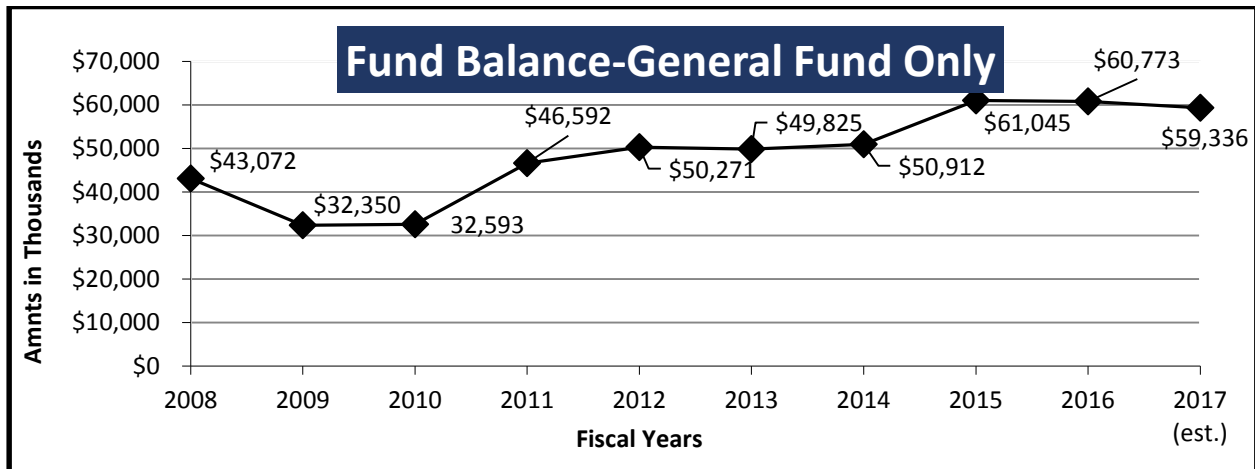


The graph above depicts all fund balances over the past ten years which includes an estimate for fiscal year 2017. In looking at total fund balances combined, one can lose sight of the significant trends occurring in the County's general fund, the main operating fund of the County, such as the downward trend of its fund balance in the late 2000's as well as the past 5 years. This is due to the fact that the County issues capital debt from time to time, capital funds received cause spikes in fund balance that can be mistaken for a measure of financial health if not evaluated closer. The spend-down of our capital fund balance is directly shown above as the overall balance can be seen declining as projects are coming to completion. For this reason, special attention is given to distinguishing all funds and the Moody's Investors Service reaffirmed the rating on El Paso County's general obligation debt at Aa2 (strong creditworthiness). Obligations rated 'Aa' are judged to be of high quality and are subject to very low credit risk. Fitch Ratings Services assigned its 'AA' standard long-term rating, and stable outlook, to El Paso County, Texas. An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong. These ratings reflect the County's locus as

BUDGET MESSAGE

PRINCIPAL ISSUES FACING EL PASO COUNTY, CONTINUED

one of the main centers of U.S.-Mexico trade, anchored by El Paso, Texas, the largest U.S. city on the Mexican border, continued property tax base growth which should remain strong given Fort Bliss's significant expansion and its strong financial performance and above average general fund reserves. Overall, the 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 2017 budget, along with the stability of General Fund reserves as shown on the prior fund balance exhibit, enhances the County's credit worthiness and reflects a commitment to attaining set goals and objectives.



This optimistic outlook is based on the actions exhibited by the Commissioners Court in generating additional revenues and expenditure controls over the past several fiscal years. This outlook is based on the premise that revenue enhancements will continue to outpace the growth in expenditures for the next few fiscal years, the ultimate goal is to propel the County's revenues and expenses into relative alignment for the future. Furthermore, future gains of budgetary alignment will be dependent upon the actions of the Commissioners Court, statutory mandates imposed by the State and the impact of economic conditions in the El Paso region.

7. MAINTAINING ADEQUATE LEVELS OF OPERATING CAPITAL

Operating capital provides for the construction and acquisition of capital projects. A capital expenditure may be defined as any significant expenditure to acquire or improve land, building, engineering structures, machinery and equipment. Capital expenditure budgets represent the County's intention to proceed with certain programs of capital works and services, which may be funded from either current general appropriated funds or from proceeds of debt issued for specific projects. The County, to an extraordinarily high degree, operates on a "pay-as-you-go" basis. This

BUDGET MESSAGE

is accomplished by paying for salaries, fringe benefits, goods, services and equipment with current revenues, rather than with funds obtained from borrowing.

In recent years, the Commissioners Court members chose to be proactive in its efforts to make much needed equipment replacements. To fund this need the court levied 1 penny in maintenance and operations taxes that currently generates \$3.88 million in annual allocations for equipment replacement. This strategic approach was also a cost effective measure which amounts to a cost avoidance of approximately \$750,000 per year by not financing our annual equipment replacement through a debt issuance. This approach strives to ensure that services to the citizens will not begin to diminish if a postponement of equipment replacement is allowed for two or more consecutive years. In other words, an overall systematic long-term equipment replacement program has been implemented and will be kept in place to avoid major consequences. The County has taken the steps in developing and adopting a perpetual ongoing capital plan whereby the County of El Paso reevaluates present and future needs, usually for the next five years, as well as budgetary impacts on an annual basis.

The County issued a total of \$97.18 million in general obligation refunding bonds in 2016 which resulted in a significant net present value savings of over \$6.55 million to the taxpayers of the County. This approach also allows the County to effectively manage its overall outstanding debt portfolio. This also afforded the County to issue just over \$6 million on new debt for needed projects without having an overall impact of the property tax rate for FY 17.

ACTIONS TAKEN TOWARDS FUTURE RESULTS

Taking our local demographic factors into account, the County of El Paso is focused on minimizing the need for future increases in ad valorem property taxes. This includes emphasis on increasing collection efficiencies, reassessing fines and fees currently being charged for services and identifying potential new sources of revenues. Along with these revenue efforts the County is also focusing efforts to ensure costs are at least recovered, and keeping future appropriations in check. In the event future limiting taxation legislation is passed, El Paso County anticipates government services as we know them may be impacted to the fundamental functions of County government such as health and welfare, administration of justice and public safety and possibly would may not be able to sustain the public service growth needs of its community. For this reason the County engaged in a reassessing its vision, missions and priorities with an outlook of where we see our County and the community in the upcoming 15 years. Short and Long term priorities on the impacts on the 2017 budget along with further discussion on the actions to be taken by the County (financial strategy), are described in greater detail on the pages that follow. The Commissioners Court made great strides which resulted in successfully impacting and managing the growth of current and future appropriations in fiscal year 2017 budget and beyond. The Court's approach during the 2017 budget process, and from here forward, was that of taking strong and affirmative steps towards

BUDGET MESSAGE

meeting our constituent's needs, addressing the County's priorities, as follows, which are based on our new vision, mission, goal and priorities.

STRATEGIC PLANNING PROCESS

During fiscal year 2016 Commissioners Court continued the strategic planning process initiated during 2015 and adopted a new Strategic Plan to cover the newly revised goals and strategies. Commissioners Court realize that all County departments play a major role in the community which resulted in making our new goals broader in scope, as opposed to specific goals per program as they were in prior fiscal years. The graph below gives an overview of our strategic plan for fiscal year 2017.

EL PASO COUNTY'S STRATEGIC PLANNING PROCESS



EL PASO COUNTY GOVERNMENT VISION STATEMENT

Building our legacy, illuminating innovation, succeeding beyond borders.

EL PASO COUNTY GOVERNMENT MISSION

El Paso County Government Mission is to Serve the Public by providing Exceptional Services Exceeding Expectations That Improves The Community – a Progressive County Government Model.

BUDGET MESSAGE

EL PASO COUNTY GOVERNMENT: CORE VALUES

TEAM

Professional

Results

Innovation

Dedication

Ethical

in

SERVICE

EL PASO COUNTY GOALS

FINANCIALLY SOUND COUNTY GOVERNMENT

PROFESSIONAL, EFFECTIVE COUNTY ORGANIZATION

STRONG GROWING ECONOMY

VIBRANT COMMUNITY

GOAL 1- FINANCIALLY SOUND COUNTY GOVERNMENT

Objectives:

- Develop/revise financial monitoring and reporting system
- Develop/update financial policies
- Provide adequate resources to support defined services and levels of service
- Maintain financial reserves consistent with County policies and national standards
- Leverage County resources through partnerships, grants and outside resources
- Develop improved budget processes – operating and capital
- Reduce the cost of service delivery
- Invest in maintaining and upgrading County facilities, buildings and infrastructure

GOAL 2- PROFESSIONAL, EFFECTIVE COUNTY ORGANIZATION

Objectives:

- Use data in decision making
- Hire, retain a high quality County workforce
- Measure performance: services, outcomes, value to the community

BUDGET MESSAGE

- Streamline, modernize County policies, procedures and systems
- Become a “model” for other county governments
- Develop a County organization that is service, value and customer oriented, responsible and accountable
- Institutionalize the Core Values “Team PRIDE in Service”

GOAL 3- STRONG GROWING ECONOMY

Objectives:

- More quality jobs for residents
- Become a major “International Trade Center”
- Become a major destination: heritage, sports, ecotourism
- Expand the commercial/industrial tax base
- Have businesses investing in El Paso County
- Expand medical and healthcare businesses

GOAL 4- VIBRANT COMMUNITY

Objectives:

- Create a Vibrant, Alive Downtown
- Maintain parks to defined service levels
- Improve public transit service responsive to community needs
- Enhance the appearance/attractiveness of the community – “curb appeal”
- Have successful community events and festivals
- Address communities without services

EL PASO COUNTY POLICY AGENDA 2016-2017

Top Priorities

Federal Prisoner/Jail facility Study

Judicial System Reform

Re-Entry Program for Inmates

County Economic Development Action Plan

Infrastructure/Service Plan for Rural Area Development

IT Operating Platform/New County Domain Migration

BUDGET MESSAGE

High Priority

County Buildings and Facilities Condition Report and Plan
Purchase/Procurement Process
Information Technology Master Plan
Park Maintenance: Service Level, Funding
Comprehensive Regional Economic Development
Strategy and Partnerships
Mental Health: Inventory, Gap Analysis Report with Options

Moderate Priority

Regional County Park Plan (New Parks)
Mission Trail Development
Long Term Debt Plan
Heritage Master Plan

EL PASO COUNTY MANAGEMENT AGENDA 2016-2017

Top Priority

Employee Compensation Merit and Direction
Criminal Justice Department: Next Steps
Budget with Performance Metrics
County Employee Retention
County Government Reorganization Plan

High Priority

Regional Transit Feasibility Study
County Website: Upgrade
Strategic Evaluation Report on Grants
Economic Development Director: Hired
Modification to Fixed Route
County Fair Development

BUDGET MESSAGE

EL PASO COUNTY VISION 2031

El Paso County 2031 is a Leading Bi National Community – Vibrant Community with a Dynamic Diverse Economy, World Class Center for Health and Entertainment for All.

IMPACT OF COUNTY ADOPTED TAX RATE ON AVERAGE HOMESTEAD

PROPERTY TAXES

Overall the tax rate for El Paso County remained the same at \$0.452694/\$100 of assessed property value which was lower when compared to the effective tax rate of \$0.456126/\$100 of property value. The effective rate is the highest rate our agency could have adopted without meeting the statutory definition of a tax increase. El Paso County lead the way by being the first of four county entities to not increase property taxes for the second year in a row, including the University Medical Center and both Emergency Service District 1 and 2. The chart on the next page provides the impacts on the average home in the County for FY17.

| IMPACT OF COUNTY ADOPTED TAX RATE ON THE AVERAGE HOMESTEAD | | | | |
|--|------------|------------|---------------|--------------|
| | FY 2016 | FY 2017 | \$ DIFFERENCE | % DIFFERENCE |
| Average Homestead Value | \$123,598 | \$123,726 | \$128 | 0.001% |
| Tax Rate/ \$100 | \$0.452694 | \$0.452694 | \$ - | - |
| Average Tax | \$559.52 | \$560.10 | \$0.58 | 0.001% |

MAJOR FUNDING ISSUES FOR FISCAL YEAR 2017

PUBLIC SAFETY - SHERIFF'S OFFICE OPERATING CHANGES

Funding increases for the Sheriff's Department were in the areas of personnel costs and transferred operating costs. In regards to personnel, the Collective Bargaining Agreement was re-negotiated in FY15 and had the smallest increases in contract history. This renegotiation was one of the top priorities established by the Court this fiscal year. The renegotiation resulted in a cost avoidance of over \$20 million over the five year span of the contract. The significant changes that resulted in this cost avoidance were in reducing the rate between anniversary steps from 5% to 2.5% and the annual wage scale adjustment from two annual 1.5% increases to 1 annual 1.5% increase. Another significant area of change for this department for FY 17 was in the area of medical and

BUDGET MESSAGE

mental health services for our inmates. These services were transferred back into the two respective jail budgets from our general and administrative budget.

ALL PROGRAMS - PERSONNEL INCREASES

Budgetary hearings also resulted in either the elimination, re-grading or creation of various positions throughout the County. A net total of 55 new personnel were added for fiscal year 2016. Personnel in the County, has increased by over 1% over the past 3 years. The County values its workforce and conducts compensation studies of all positions no less than once every 7 years and allocates \$300,000 for the wage adjustments as approved. Employee costs make up almost 80% of the County's ongoing day to day operation costs and is always an area of focus during the budgetary planning. Changes related to positions are discussed in greater detail within each functional area of this document as well as in the Staffing detail in the appendices.

For fiscal year 2017, there were three major events that contributed to staffing table changes mentioned above. First of all, the County realized that the amount of maintenance provided at a number of departments and facilities within the county were previously underfunded. The second area that experienced the largest change was the Juvenile Probation Department. Lastly, the court continued to recognize the need for reforms in the area of the judiciary and their supporting departments and approved a number of new positions and re-grades. Specific departments affected are discussed throughout the body of this document but again these budgetary efforts align the budget with the priorities established by the court this year.

ADMINISTRATION OF JUSTICE –DISTRICT COURT OPERATIONS

Administration of Justice is one of the core mandated services of County government. This program includes County and District courts, Probate Courts, Juvenile Court Referees, and Justice Courts to name a few. Other related support offices include the County and District Attorney and the Public Defenders' Offices whose departments work in direct relation with the Judiciary. Overall this functional area of Government makes up just over \$62 million of the general fund budget and decreased by \$94 thousand or 0.15%. Last year's investment in this area related to the addition of 24/7 Jail Magistration and the creation of the new criminal justice coordination office. Both of these investments are in direct relation to the County's top priorities. This return of this investment has afforded the county the ability to have a direct impact on the local jail population which allowed the sheriff to offset these beds will federal prisoners at \$80 day. This impacted our local revenue by over \$5 million this year, without a material effect to the operating costs of our two County Jails.

GENERAL GOVERNMENT

A few changes were made for the Office of County Administration and Budget and Fiscal Policy. During FY16 these offices staffing tables were adjusted through internal staffing transfers between their offices and Human Resources. The purpose of the Chief Administrator's Office is to lead, plan, direct and facilitate all matters pertaining to the effective administration of El Paso County

BUDGET MESSAGE

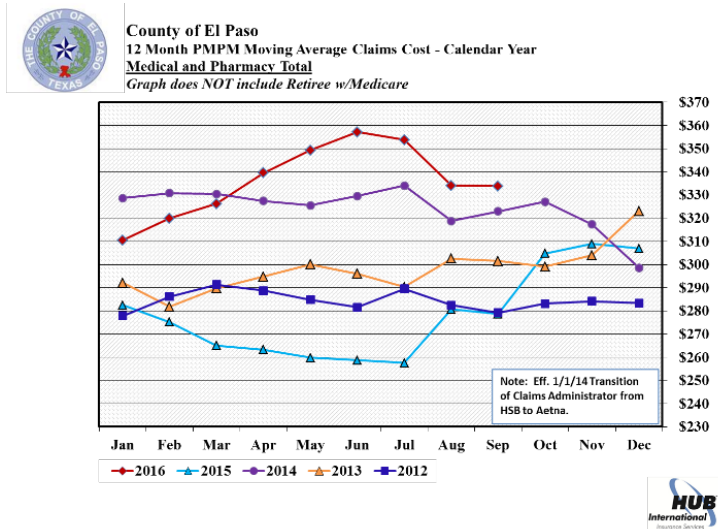
government under the direction and authority of Commissioners Court. The Budget and Fiscal Policy department prepares the annual budget, modifies and creates County policies, and monitors financial activities for compliance with County policies. A number of positions were added to departments within this program as well as changes recommended in the General and Administrative Area that includes an adjustment to the employee wage scales, the transfer out of the Sheriffs medical and mental health functions back to the jails, increases to human resources and several program enhancements related to public works maintenance and fleet management.

HEALTH AND WELFARE –PUBLIC HEALTH SERVICES

For fiscal year 2017, the Commissioners adopted a total of \$8.3 million in appropriations, or a reduction of 8% from 2016. Our budget for Mental Health Support Services also was reduced based on the existing contracts that we either approved or expired for FY 16, for a reduction of just over \$333 thousand. Additional reductions for General assistance were reduced for utility services based on usage as well as staffing reductions, totaling \$203,000.

ALL PROGRAMS – COUNTY HEALTH AND LIFE CONTRIBUTIONS

The County’s Risk Pool fund has continued to exhibit the strong financial performance. In the past, the Risk Pool fund has not been at such a healthy level and health insurance premiums for County employees and Retirees have gone up as a result. The current year premiums did not reflect such increases. The table on the following page highlights the performance as it relates to cost on a per-member, per-month costs over the past 5 years. As of September 2016 our risk pool has an adjusted bank balance exceeding \$8 million which exceeds our goals of 60 days’ worth of claims as a minimum reserve balance. The risk pool board along with the Commissioners are to be commended for their proactive approach to ensuring the fiscal strength and performance of this fund while providing much needed health benefits for our active and retired staff.



BUDGET MESSAGE

DIFFERENCES IN 2017 BUDGET WHEN COMPARED TO 2016

The 2017 budget adopted by the County totaled \$377,467,108 a net decrease of \$72.49 million or 16.11 percent in comparison to the fiscal year 2016 adopted budget as amended. A significant factor in this difference is attributable to grants that will be appropriated during fiscal year 2017 versus at the beginning, along with the debt issuance during the year. Total expenditures for the County of El Paso have shown steady growth over the years as can be reflected in the General and Special Revenue funds. Please refer to the expenditure section of this publication for more detailed explanation of expenditures fluctuations within the budget. One of the other contributing factors to the decrease in the overall County budget was the decrease in the Capital Projects funds budget as these projects are budgeted in the year of the bond issuance and carry forward until projects are completed.

| FY 2017 ADOPTED APPROPRIATIONS IN COMPARISON TO FY 2016 (ALL BUDGETED FUND TYPES) | | | | | |
|---|-----------------------|----------------------|-------------------------------|-------------------|---------------------------------|
| APPROPRIATIONS (USES) | FY 2016 AS AMENDED | ADOPTED FY 2017 | CHANGE ROM 2016 AMENDED | PERCENT CHANGE | COMPONENTS AS % OF BUDGET |
| CAPITAL PROJECT FUND | \$10,113,294 | \$4,064,605 | (\$6,048,689) | (59.81%) | 1.08% |
| DEBT SERVICE FUND | 117,729,958 | 20,594,806 | (97,135,152) | (82.51%) | 5.46% |
| ENTERPRISE FUND | 4,184,053 | 3,394,469 | (789,584) | (18.87%) | 0.90% |
| GENERAL FUND | 263,062,111 | 314,178,971 | 51,116,860 | 19.43% | 83.23% |
| GRANTS | 22,732,842 | | (22,732,842) | (100.00%) | - |
| SPECIAL REVENUE | 32,135,209 | 35,234,257 | 3,099,048 | 9.64% | 9.33% |
| TOTAL BUDGET | \$449,957,467 | \$377,467,108 | (\$72,490,359) | (16.11%) | 100.00% |
| ENCUMBRANCE CARRY FORWARD | 20,144,079 | 7,080,305 | (13,063,774) | (64.85%) | |
| TOTAL COMBINED APPROPRIATIONS | \$470,101,546 | \$384,547,413 | (\$85,554,133) | (18.19%) | |

When looking at the overall County budget, it is helpful to note the components that comprise the overall budget such as personnel, operating and capital as shown below. For fiscal year 2017, the three categories are: personnel totaling \$214,952,869 or 56.95 percent; operating totaling \$149,836,367 or 39.70 percent; and capital totaling \$12,677,872 or 3.36 percent.

BUDGET MESSAGE

| FY 2017 ADOPTED APPROPRIATIONS BY CATEGORY IN COMPARISON TO FY 2016 (ALL BUDGETED FUND TYPES) | | | | | |
|--|----------------------|----------------------|--------------------------|-----------------|---------------------------|
| APPROPRIATION CATEGORIES | FY 2016 AS AMENDED | ADOPTED FY 2017 | CHANGE FROM 2016 AMENDED | PERCENT CHANGE | COMPONENTS AS % OF BUDGET |
| PERSONNEL | \$219,830,722 | \$214,952,869 | (\$4,877,853) | (2.22%) | 56.95% |
| OPERATING | 215,811,586 | 149,836,367 | (\$65,975,219) | (30.57%) | 39.70% |
| CAPITAL | 14,315,159 | 12,677,872 | (\$1,637,287) | (11.44%) | 3.36% |
| TOTAL BUDGET | \$449,957,467 | \$377,467,108 | (\$72,490,359) | (16.11%) | |
| ENCUMBRANCE CARRY FORWARD | 20,144,079 | 7,080,305 | (13,063,774) | (64.85%) | |
| TOTAL COMBINED APPROPRIATIONS | \$470,101,546 | \$384,547,413 | (\$85,554,133) | (18.19%) | |

Development of the fiscal year 2017 budget was prepared by the Budget and Fiscal Policy department and presented through the County Administrator’s office for the second time since being set up as new departments that are direct reports to the Commissioners Court. Although all budgets were reviewed and adopted the primary focus was on more material changes within the budget. This resulted in emphasis on budget stabilization and continued alignment of County priorities when allocating resources.

Some of the more significant changes in this budget when compared to the prior budget include:

- The Commissioner’s committed to funding \$3.5 million in fiscal year 2017 for a wage step adjustment of 2.5% in addition to a 1% COLA to all employees not including elected officials or employees covered under the collective bargaining agreement. The funding for this increase falls within the general and administrative budget of the general fund.
- The Sheriffs union collective bargaining unit contract approximated a \$1.5 million impact to the County for FY 17. This amount is also budgeted within the general and administrative account and transferred into the departmental budget if and when needed to take advantage of any salary savings arising from attrition.
- A second annual appropriation of over \$1.2 million was funded again this year for small capital equipment allocations to departments.
- The County funded \$712 thousand for the first full year operation of the newly created economic development department.
- Funding for County transportation and mobility projects increased by \$700 thousand for much needed road infrastructure improvement projects throughout the County but with a concentrated emphasis in Far East El Paso County.

BUDGET MESSAGE

Changes within budgeted appropriations are discussed in greater detail throughout the body of this document.

ACKNOWLEDGEMENTS

I sincerely thank the citizens of the County of El Paso, the County Judge, County Commissioners, the Chief Administrator, other elected and appointed officials, department heads and County employees for their roles and support in developing this annual operating budget in a remarkably responsible and professional manner. Special thanks go to the County Budget and Fiscal policy staff, for their dedication and meticulous hard work and professionalism without which the preparation of this document would not have been possible.

Very truly yours,



Wallace Hardgrove

Budget Executive Director



Financial Strategy



EL PASO COUNTY'S FINANCIAL STRATEGY

The County of El Paso has identified specific areas to protect against future financial difficulties:

- Stabilize the property tax rate and increase county wide collection efforts
- Monitor revenue trends closely
- Plan for future County space needs
- Implement technology initiatives
- Strategically replace obsolete equipment
- Maintain fund balance to meet projected cash needs and maintain fiscal strength

STABILIZE THE PROPERTY TAX RATE AND INCREASE COLLECTION EFFORTS

El Paso County Government is largely financed by property taxes based on truth-in-taxation guidelines set forth by the Texas Comptroller of Public Accounts. El Paso is a multi-jurisdictional area in that each jurisdiction has taxing authority; therefore, taxpayers are charged with overlapping taxation. Property tax revenues for 2017, budgeted for the General Fund, totaled just over \$156 million. Ultimately, one the County's priorities is to stabilize its property tax rate and to keep it as low as possible while sustaining necessary services to the public. This was the case in fiscal years 2015, 2016 and 2017 when the Court kept its tax rate of \$0.452694 the same for all three years. This was an incredible accomplishment as the County adopted a tax rate below the effective tax rate for two consecutive years, an accomplishment that this Commissioners Court is very proud of. Based on truth in taxation guideline calculations, as sales and use tax revenues increase, property tax revenues should decline correspondingly.

Due to possible legislative initiatives aimed at limiting the ability of local governments to levy property taxes and in essence shifting or capping local property taxes or offsetting them with the levy of additional sales and use taxes, the Court is ever more focused on minimizing future tax burden on its' residents. Efforts have been and remain focused on increasing collection efficiencies, reassessing fines and fees charged for services in order to ensure costs are at least recovered, in addition to finding new revenue sources.

MONITOR REVENUE TRENDS CLOSELY

An example of a source of revenue where trends are monitored closely is for the second major revenue source for the County: The extra half-cent sales and use tax that is incorporated into the local sales and use tax rate of 8.25 percent. This half-cent tax comprises \$45.2 million or 15.92 percent of total County revenues for 2017. This tax usually responds quickly and unpredictably to unanticipated changes in national and local economic conditions such as the peso devaluation in Mexico and the September 11, 2001 disaster. Unfortunately, there have been times when the County's service costs have not varied in relation to the erratic sales and use tax inflows. In prior years and in 2016, on average this revenue has grown at an annual rate of approximately 7%.

EL PASO COUNTY'S FINANCIAL STRATEGY

MONITOR REVENUE TRENDS CLOSELY, CONTINUED

In addition, sales tax revenues are monitored very closely for erratic fluctuations, as they may impact subsequent operating budgets. Therefore, this revenue projection is forecasted based on actual collections of past years rather than on future year's presumed growth in sales.

Furthermore, State Tax Code requires that as long term debt obligations exist, any excess of sales and use tax collections from the prior year must be calculated and transferred to the Debt Service Fund for the repayment of debt. As a result, there is at least a one-year lag before the General Fund realizes the full impact of substantial revenues gains for this source. Lastly, the County's sales tax rate is presently at the maximum and growth is solely dependent upon the taxable sales tax base and the local economy.

In response to prior shortfalls of actual expenditures outpacing the trend of actual revenues, the County Auditor projects revenues, expenditures and fund balance reserves five years into the future. This projection is maintained and updated monthly. This method has proven effective in communicating past and future financial trends to the Court, and allows the ability to factor in the impact of initiatives for revenue estimation or expenditure enhancements or reductions. Based on the financial trend analysis, the County is able to project future financial position based on current actions. This strategy played a vital role in setting the tone of holding the line on expenditure growth during in the 2017 budget process. This process will change and evolve during Fiscal Year 2017, the County will be installing and utilizing a new software tool that will allow the County to forecast detailed revenues, expenditure and reserves. Future projections and models will be provided as we develop this new tool.

PLAN FOR FUTURE COUNTY SPACE NEEDS

For the County of El Paso, space issues have continued to challenge the Court. El Paso County completed its new downtown courthouse in 1990 costing approximately \$53 million with a total of 428,129 square feet. Since then, a study of the County's space needs has been performed to give the Court options for effectively planning and keeping pace with future growth needs. The Courthouse for all intent purposes is a judicial courthouse; therefore, in fiscal years 2001 and 2002, 2007 and 2012 the Commissioners Court issued debt for a multitude of projects, the main project being construction of a courthouse annex, renovation or expansion of the existing downtown courthouse annex, additional parking at the downtown courthouse, construction of additional courthouse annexes and expansion of the current eastside jail annex. Since the issuance of these bonds, numerous transactions have occurred, which are intended to meet the County's space needs. An allocation of \$10 million was made for another 800 car parking facility directly adjacent to the County's present 800 car parking facility and was completed in 2006 at a total cost of \$9.9 million. The addition of this garage has provided greater convenience and accessibility of public parking, especially to those reporting for jury duty at the downtown courthouse. In FY 2017 the revenue

EL PASO COUNTY'S FINANCIAL STRATEGY

PLAN FOR FUTURE COUNTY SPACE NEEDS, CONTINUED

from these facilities exceeded \$1.2 million. Also, as a means of addressing space needs, the County purchased a facility in Far East El Paso near the Sheriff's Jail Annex for \$2.9 million and allocated \$5.5 million for renovations. This facility is roughly 100,000 square feet, of which 25,000 is office space and 75,000 is warehouse space. The administrative offices of the El Paso County Sheriff have moved from the County owned Mumsen, Dunnigan and Ryan Building (MDR). By freeing up space in this building, non-essential departments have been relocated from the downtown courthouse to this adjacent facility. Furthermore, other departments that were leasing facilities have been evaluated and transitioned into County owned facilities. By doing so, the Courthouse space has become available to the judiciary to meet short-term space concerns. In addition, minimal funds were required to retrofit the MDR building to accommodate the transitioning departments. In 2003, the County Commissioners' Court approved a design-build contract for a new County Annex in Northeast El Paso. The Northeast Annex approximates 13,900 square feet and opened on December 6, 2004, housing Justice of the Peace, Precinct Number 2, as well as branch offices for Adult Probation, the County Tax Assessor-Collector and the County's Veterans Assistance departments. This concept of a one-stop-shop for public services shifts departments from leased facilities to a County owned facility at a cost of \$1.6 million and gives residents easier access to services. This initiative also resulted in annual savings from lease contracts of approximately \$120,000. The success of the first Courthouse Annex led to the evaluation of other County sites and resulted in both a Northwest and Eastside Annex being built, both of which are now on-line and operational and resulting in similar rental/lease savings for the County. The downtown detention facility was constructed around 1980 at a cost of \$35.1 million dollars with a capacity to house 1,024 prisoners. Due to overcrowding from rapid prisoner population growth from State, Federal and City prisoners, the Court constructed another Jail Facility in Far East El Paso for approximately \$52 million with a capacity to house 1,440 prisoners. Construction of 432 beds with a new pod required funding of approximately \$40-\$44 million and was part of the 2012 bond issue of \$110 million. The impacts the operating budget for FY16 will be minimal as this pod is expected to open in FY 2018 and the current strategy is for the County to transition prisoners from the more costly downtown jail to the more efficient east side jail annex. Further assessment and analysis will be undertaken by the County during FY17 to best plan the overall jail space utilization in an effort to conduct the most cost effective operations, this too is one of the County's top priorities for FY 17 and thereafter.

Although short-term space needs are being addressed somewhat, future growth in the County, and increased demand for services, may result in the need for additional services in the future, which may mandate further space modifications to the existing facility or expansion or addition of new facilities.

Further discussion of these and other projects may be found in the capital portion of this document.

EL PASO COUNTY'S FINANCIAL STRATEGY

IMPLEMENT TECHNOLOGY INITIATIVES

The Information Technology Department (ITD) continues to implement systems that improve the efficiency of County departments:

- **Tyler Munis ERP** - The County's is currently replacing its entire financial system that is now over 30 years old. This replacement has been underway for the past two years and was part of the 2012 bond issue. All aspects of county financials will be integrated including, purchasing, inventory, human resources, payroll, accounts payables, grant and financial accounting. The first phase (financial) of go live was in October 2016 and the second phase (HR/Payroll) has an expected go live date of April 2017.

During fiscal year 2017, ITD will work on a County-wide Technology Master Plan to ensure the County is compatible with and staying up-to-date of new technology.

STRATEGICALLY REPLACE OBSOLETE EQUIPMENT

The County's financial strategy is to strategically and regularly replace some of the equipment each year in order to prevent all or most of the County's equipment from becoming obsolete at any one point in time. Four years ago the Commissioners Court had the foresight to levy one additional penny in maintenance and operations tax and allocate it towards a county capital equipment fund. This will generate \$3.8 million in fiscal year 2017 which will be included in the annual budget process and allocated to departments based on requests submitted to and reviewed by a team of members selected by County administration. The fiscal impact of funding this equipment on a pay as you go basis saves the County approximately \$750,000 per year in foregone borrowing costs. As discussed earlier an additional \$1 million was also funded by the court in FY 2016 and continued into the FY 2017 budget and was allocated to departments to replace small capital equipment on an ongoing basis which will only aid in leveraging our resources while simultaneously providing county employees with the tools necessary to perform their duties in a safe and efficient manner.

MAINTAIN FUND BALANCE TO MEET PROJECTED CASH NEEDS

As a rule of thumb and in accordance with adopted County financial policies, since the General Fund is the County's main operating fund, the County strives to maintain a General Fund balance, at a minimum, equal to projected cash needs for the first fiscal quarter to meet operating obligations (approximately \$30-35 million net cash outflow) or 10-15 percent of the total General Fund adopted operating budget in any one fiscal year. At the present level, this means that the County should strive to maintain a minimum undesignated General Fund balance of at least \$40-\$45 million based on the fiscal year 2017 General Fund budget. By maintaining a low fund balance, the County remains vulnerable to the lowering of its bond ratings. Lower bond ratings ultimately result in more costly future borrowing at higher interest rates, and therefore, increased interest expense in response to an entity's declining financial position depicted at any one point in time. In essence, having some amount of fund balance gives the County the financial ability to cover unanticipated

EL PASO COUNTY'S FINANCIAL STRATEGY

revenue losses or significant unanticipated expenditures, should they occur. The County finished FY2016 with just over \$74 million in fund balance of which the unassigned portion approximated 14.99% and was within to our target goal of 10-15%.

Historically speaking, up until fiscal years 2002 and 2003, actual expenditures were less than amounts budgeted and total actual revenues exceeded total expenditures. Even with these favorable trends, the County was not able to achieve its 10 percent undesignated General Fund balance reserve goal until fiscal year 1998. Continued persistence and emphasis on building and maintaining some amount of reserves resulted in retaining a stable fund balance reserve at or near the County's goal in the General Fund three years in a row. A myriad of factors contributed to the stable results on the General Fund's financial position. It is noteworthy to mention that the actions of Commissioners' Court during mid and late summer and at fiscal year-end had a contributing effect of enhancing a favorable expenditure budget variance, or unspent budget balance.

Fiscal years 2009 through 2011 had proven to be one of the more difficult budgets in recent history with the challenge of the national and local economic crisis. Departments cut their budgets by over 8 percent to stand up to this crisis. Even after this reduction, reserves in the General Fund still dropped by over \$10 million in 2009. During 2012-2016 budget cycles the County begin to re-invest into its operations that were reduced the prior three years. Departments accepted the challenge by increasing efficiencies in order to operate within their tighter budgets. More than ever, monitoring of expenditures will be paramount in forecasting budget inadequacies, identifying potential excesses and new revenues. Fiscal Year 2017 was again a year that the County was able to grow and increase its levels of services to County residents. This is evident as the County's fund balance has achieved and maintained its highest levels of over \$50 million for the past 4 years and as of the date of the this publication may surpass the \$70 million mark for the first time in the County history.

PLANNING FOR THE FUTURE

For the future, assuming the County continues its' revenue enhancement efforts and the Court is able to contain its expenditure trends within available resources, it is anticipated that the County financial position will remain strong and relatively stable. Some challenges impacting operational costs will include new facilities that may be constructed or purchased, automatic contractual collective bargaining salary adjustments for the Sheriff's department and staying on track with the County's salary-step-plan. Specific monitoring will remain focused on revenues related to tourism such as hotel occupancy and sales and use taxes, as they tend to be impacted negatively during times of national and international conflict due to the nature of El Paso County's proximity to the Mexican

EL PASO COUNTY'S FINANCIAL STRATEGY

PLANNING FOR THE FUTURE, CONTINUED

border. Also growth due to inflation and the possibility of new mandates will be challenges faced by the Court.

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. 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.

In fiscal year 2017, the Commissioners' Court utilized \$27.3 million of fund balance reserves to balance the general fund operating budget in order to supplement the County Auditor's estimated certifiable revenues. In addition, each of the following funds: Capital Project, Debt Service, Enterprise, and Special Revenue Funds utilize assigned reserves in to balance and fund their respective budgeted funds.

The projected future requirements are founded on the premise that actual revenues are anticipated to increase by 1 to 3.5 percent in various areas. In the area of taxes, a change in the property tax base appraisal values is factored in at 1-2 percent annually. Changes in other revenue categories vary but for the most part are factored to increase on average by 3-4 percent annually mainly due to aggressive efforts of the County to increase collections of fines and fees and continual monitoring of costs in pursuit of cost saving efficiencies in public services.

Expenditure changes are expected to continue to stabilize with growth rate increases of approximately a half percent as warranted, varying the growth rates between 2.5 percent in fiscal year 2017 and back down to 2 percent in fiscal year 2018, and 3.5 percent by fiscal year 2019 and forward (depending upon mandates and legislative changes and exclusive of any significant additions to the budget). This is accomplished by aggressive actions by the Court to constantly manage expenditures annually. Because of these budgetary savings, expenditure growth is minimized requiring fewer future resources.

Other factors considered in future years were additional costs associated to inflationary cost of living adjustments, re-instating funding of the County's scheduled salary-step-plan that systematically steps individuals annually by 2.5 percent on their job class anniversary date, the cost of the Sheriff's department collective bargaining contract and a factor for inflationary increases in operational costs. Overall, this County's financial strategy depicts some financial stability in the near future, which is directly attributable to expenditure and revenue stabilization efforts by the Court. These projections could change in the near future depending upon financial decisions at the State and Federal level whereby local government is required to absorb additional unfunded mandates. As discussed earlier, the County also invested in new forecasting software that will be developed by staff to provide even more reliable revenue, expense and reserves projections.

EL PASO COUNTY'S FINANCIAL STRATEGY

PLANNING FOR THE FUTURE, CONTINUED

In fiscal year 2017 and 2016 the Commissioner's Court adopted an ad valorem property tax rate of \$0.452694, just below the effective tax rate, and was the same rate for 2015. This was in response to trying to hold the line on impacting taxpayers. For the future, the County must not lose sight of continuing to focus on identifying additional revenues to counter and offset future expenditure growth.

It is important to mention that fiscal year 2017 reflects the second year in which the revenue growth is projected to continue at this level for consecutive years; the most consistent growth in recent fiscal years. Without a doubt, this will be important to continue monitoring for the County. Even though, the County must remain vigilant in its efforts to further control expenditure trends to ensure that sustainable actual revenues equal planned expenditures. Failure to do so will result in depleting fund balance reserves below first quarter net operating cash outflow needed to operate effectively.

During the fiscal year 2017 budgetary hearings, significant discussion revolved around a five-year General Fund forecast of revenue and expenditures. This analysis differs from the evaluation of the all funds perspective in that it focuses on a perpetual trend of prior year revenues to predict future trends irrespective of whether those funds could be certified by the County Auditor in the future. This method perpetuates a relatively positive revenue trend while expenditures continue to trend upwards into the future and would not be a reliable means to support the setting of an operating budget pursuant to State budget statutes. In light of actions by the Commissioners' Court in recent fiscal years, including 2017, to control expenditure growth, this five-year projection factors in the expectation that the Court will continue to keep expenditures within available funds estimated by the County Auditor to be on hand, even if the actual revenue trend depicts that of exceeding projected capped projected expenditure growth. Any deviations of expenditures in excess of these caps would require counterbalancing expenditure allocations within future budgets or action by the Court to seek new revenues.

The graphic depiction that follows gains its value in that it provides the Court with a somewhat unbiased perspective of the trend of revenues and expenditures assuming all prior trends whether anticipated or not continued into the future. All trends prior to the current budget are based on audited actual data, whereas the future is purely a trend based on historical results. The Court is able to see the result of its actions or inactions in this graph, which has helped facilitate a better understanding of the cause and effect for future planning. By plotting budget and actual revenue and expenditure data simultaneously with pertinent fund balance components, the Court is provided a snapshot in time of the effect of one trend on another. Furthermore, at times, this graphical depiction is utilized interactively during budgetary hearings to simulate what-if scenarios to the Court. As a result of this analysis, the Court has charted a course of continued stabilization of expenditures, and revenue enhancement in fiscal year 2017 consistent with its financial priorities as mentioned earlier and exhibited throughout this document.

EL PASO COUNTY'S FINANCIAL STRATEGY

PLANNING FOR THE FUTURE, CONTINUED

In response to this analysis, the Commissioners' Court mandates that departments continue to place emphasis on expenditure stabilization and further efficiencies wherever possible. County departments overall were requested to concentrate on collection of all fines and fees due to the County and to strive for greater efficiencies wherever possible. As a result, the County experienced a more efficient budget process, which has in the short-term impacted the General Fund trend of spending in recent years, and positively impacted the fiscal year 2016 year end results and the fiscal year 2017 adopted budget of the General Fund. Although the County continues to make short-term progress, the trend for the future does require the court to continue to be cautious in order to avoid future potential budgetary difficulties. Any proposed scenarios are subject to unforeseen changes and requires that the Court remain focused on actively controlling expenditure growth. It is recommended that emphasis remain on actively ensuring that future expenditures do not outpace revenues to a point of substantially reducing fund balance reserves below the amount needed for first quarter operations. These efforts should sustain a positive trend of rising revenues and stabilization of expenditure growth in order to avoid significant financial repercussions occurring.

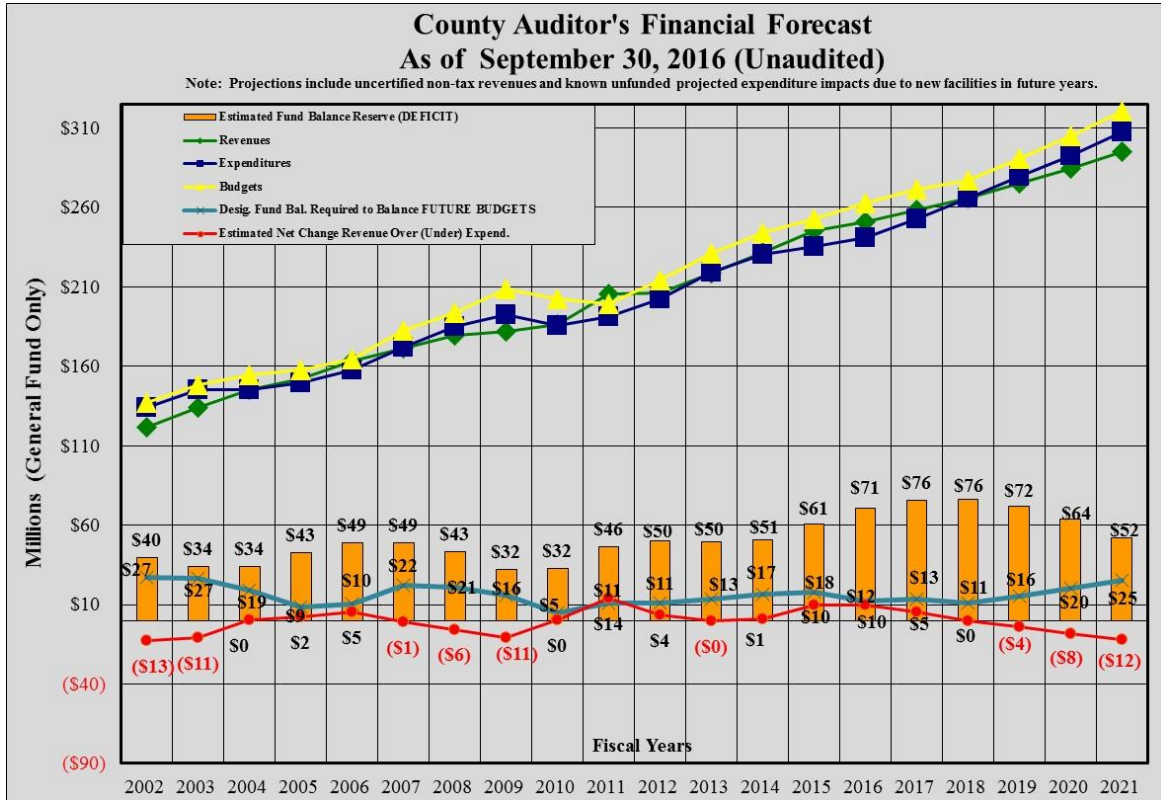
Over the long-term, the County's financial strategy should smooth out the economic peaks and valleys by diverting money to fund balance and operating capital to meet the first fiscal quarter financial obligations as previously discussed. Also, within this strategy's controlled environment, the economic valleys can be smoothed by cautiously utilizing fund balance while maintaining adequate unassigned reserves, presently the greater of first quarter operating cash outflows or 10-15 percent of the General Fund budget, regulating operating capital expenditures and to aggressively pursue stabilization of property taxes as previously mentioned. Under standard estimating procedures, it would be impossible to predict exactly when and how much actual revenue dips and increases will be. Also, the operating budget could be based on an overly optimistic property or sales tax revenue estimate or prisoner maintenance cost reimbursement. A vital feature of this financial strategy is that it provides an outlook to the Court for the County to take immediate action in order to alleviate possible shortfalls.

The County's financial team began meeting with the court on a much more frequent basis during the economic downturn. These meetings took place no less than monthly and proved to be very effective as a means of taking a proactive stance on the economic stress and strain that was being placed on the budget. These meetings also included County department officials so that a team effort was accomplished. The County's goal is twofold. First by conducting these meetings the court, as well as the departments, will be more informed of current and short term activities and trends that are effecting the operations and current budget. Another purpose and goal of these meetings is to seek feedback and assess the long term needs. This needs assessment includes the categories mentioned above, technology, personnel, space, service demands and equipment. The agenda of

EL PASO COUNTY'S FINANCIAL STRATEGY

PLANNING FOR THE FUTURE, CONTINUED

these meetings have also been designed to educate the departments of the county-wide goals in an effort to better ensure that departmental goals are in general alignment with the overall County goals and our annually adopted strategic plan. This was also intended so that planning in each functional area of service delivery can be very intentionally aligned. The central administrative team includes these assessments in the appropriate area, such as long term capital needs as well. The information provided at these meetings helps the County plan for future economic and service demands. The County can then have a reasonable basis to plot future revenue streams and attempt to keep the revenue in alignment with the future expenditures. The County has also developed a standing legislative committee as a proactive measure to review and suggest legislative changes that may either impose an unfunded mandate or undue burden on the County and its constituents. Members on this committee include every function of County government to ensure that all divisions are well informed of any upcoming legislative changes that might impact operations and service demand. This committee also reviews and recommends legislation that would positively impact state authorized fees that the County collects for services as well. These revenues only make up just over twenty percent of the County's budget but remain vital to allow the County to continue the delivery of ever increasing service demands. The information presented in the section of the budget document is intended to exhibit how the County of El Paso is currently managing its short and long term planning needs.





Executive & Budget Summary



EXECUTIVE AND BUDGET SUMMARY

ALL FUNDS - FUND BALANCE IMPACTS

TOTAL FUND BALANCE COMPONENTS – ALL BUDGETED FUNDS

Fund balance of the General Fund increased by \$15 million or 25 percent for the fiscal year ending 2016. This fund balance increase is due to continued revenue efforts coupled with departments continued management of their budgets. Current estimates for fiscal year 2017 show fund balance stabilization in the County general fund reserve position and should remain at \$67 million. This is attributed to continued collection efforts and increases in all areas of taxation. The economic crisis that began in 2008 caused the County to take a proactive stance in holding the line on expenditures while creating innovative programs to enhance the revenue stream. Overall in this regard General Fund expenditures and transfers out were lower than revenue and transfers in, by over \$15.7 million. Revenues and transfers in totaled \$257 million while expenditure and transfers out totaled just over \$242 million. Tax revenues grew by approximately \$5 million or 2.5 percent mainly attributable to an increase in property tax in fiscal year 2016 and the increase of property values in El Paso County. It is also noteworthy to mention that for 2016, the County experienced another favorable increase in sale and use taxes. The County also experienced an increase of \$250 thousand in intergovernmental revenue. Most notably charges for services jumped by over \$7 million mostly due to an agreement with the federal government for the housing of prisoners. Much of this is attributed to the local prisoner housing gains that were a result of our new 24/7 Magistration and the new efforts of our Criminal Justice Coordination Offices. Overall, El Paso County had a positive increase in revenue sources by \$12.16 million or 4.96percent.

| Fund Balance All Governmental Funds | | | | | | |
|-------------------------------------|--------------|-----------------|--------------|------------------|--------------|---------------|
| Fund Balances | General Fund | Special Revenue | Debt Service | Capital Projects | Other Funds | Total |
| October 1, 2015 | \$60,773,655 | \$24,453,717 | \$1,595,583 | \$57,488,313 | \$14,021,467 | \$172,366,508 |
| September 30, 2016 | 76,520,968 | 25,223,151 | 309,915 | 45,547,563 | 13,567,359 | 175,689,727 |
| Increase (Decrease) | 15,747,313 | 769,434 | (1,285,668) | (11,940,750) | (454,108) | 3,323,219 |
| Percentage Change | 25.91% | 3.15% | (80.58%) | (20.77%) | (6.45%) | 1.93% |
| September 30, 2017 (projected) | \$67,500,000 | \$14,449,681 | \$6,358 | \$41,044,764 | \$11,932,870 | \$99,226,181 |

Expenditures for fiscal year 2016 compared to 2015 only increased overall by \$6.78 million. The significant changes entailed increases in general government by \$9.2 million followed by increases in administration of justice of \$4.2 million. The most significant change resulted in a decrease in public safety of \$8.4 million relating to the civilianization of positions and the material decrease to sheriff's department overtime resulting from a shift schedule change to 12 hour shifts from 8 hour shifts as well as the shift of prison health contract to the general government function last year.

EXECUTIVE AND BUDGET SUMMARY

ALL FUNDS - FUND BALANCE IMPACTS, CONTINUED

Another portion of this change resulted from the shift of resources for the facilities maintenance consolidation as well. Many of the other increases resulted from the employee wage adjustment increase. The Commissioners Court will continue to be cautioned to remain focused on stabilized growth to the extent possible without reducing services while simultaneously aligning revenue growth to a level of sustaining such expenditures.

Special Revenue's fund balance increased by \$769 thousand or 3 percent. Most significant in revenue increase is related to the charges for services through filing fees amounting to \$655 thousand. Capital projects decreased by approximately \$11.9 million dollars of fund balance due to the expending of bond proceeds for specific purposes as discussed in the capital projects section of this document. The Debt Service fund balance reduced by \$1.2 million as a result of budgeting carryover reserves to meet the subsequent period payment requirements for principal and interest. As seen in the table on the prior page, the County's overall fund balances are projected to remain relatively stable through the end of fiscal year 2017. The most significant change will continue to result in the capital project fund as projects are completed and funds for these construction projects are drawn down. This continued stabilization results from the budgetary actions taken by Commissioners Court during the past years which emphasize adequate preservation of reserves while simultaneously meeting the mandated delivery of services to the tax paying constituents who reside in the community.

EL PASO COUNTY FINANCIAL POLICIES

The County's Budget is prepared and adopted as a balanced budget as required by Texas law. **A balanced budget is achieved by ensuring that the amounts budgeted in a fiscal year for expenditures does not exceed the projected revenues to include any available fund balances.** These policies are indicative of significant factors affecting the budgetary decisions of the Commissioners Court 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, 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 as these are maintained as separate policy guides.

EXECUTIVE AND BUDGET SUMMARY

BUDGETARY DEVELOPMENT POLICIES

I. GENERAL OVERVIEW

The County shall develop 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.

A major challenge for the County 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, shall not exceed the sum of stable operating revenues from ad valorem property taxes, sales taxes plus a reasonable estimate of operating income. The County shall pay for current expenditures with current resources pursuant to Article XI of the Texas Constitution and Articles 111.091-111.093 of the Texas Revised Civil Statutes.

On a yearly basis, the County shall analyze the fees and charges for services it sets and associated costs in order to preserve stability and enhancement of the revenue stream to the County. The County shall also strive to minimize the property tax burden on El Paso County citizens through efforts aimed at diversifying revenue sources, implementing legally permissible user fees and charges as well as developing innovative economic development initiatives. Furthermore, a continual assessment shall be made of the outstanding sources of revenue with emphasis on innovative approaches to enhancement of collection efforts. Discretionary funding shall be budgeted as deemed necessary to supplement support services as provided by the County and that a county public purpose exists as defined by statute where applicable.

In addressing future goals and objectives, the County shall continually formulate and maintain revenue trends and expenditure forecasts at a minimum five years ahead of the current fiscal year. Future projections shall 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.

The County budgeting procedures attempt to identify distinct functions and activities performed by the County, and to allocate budget resources adequately to perform these functions and activities at a specified level of service. The budget process shall be coordinated with and in alignment with the Countywide, strategic planning process and shall reflect the vision, mission, values, goals and objectives developed through this process.

Commissioners Court may institute a voluntary freeze on hiring, promotions, transfers, operating expenditures and capital equipment purchases as deemed financially necessary and appropriate. Commissioners Court may make exceptions to the freeze as deemed necessary.

EXECUTIVE AND BUDGET SUMMARY

BUDGETARY DEVELOPMENT POLICIES, CONTINUED

I. GENERAL OVERVIEW, CONTINUED

In allowable circumstances, the County Administration Office or the Budget and Fiscal Policy have the authority to initiate intrafund and interfund expense transfers as deemed necessary and appropriate in the case of emergencies or for routine operational or capital transfers. Transfers of this nature will be subject to the policies adopted herein and will also be reported to the Commissioners Court on no less than a quarterly basis

II. APPROPRIATIONS

During the budgetary process, when allocating resources, funding shall be aligned with strategic goals while simultaneously ensuring that functions and programs within the County can continue to provide adequate service levels.

Certain appropriations may not follow the fiscal year calendar due to various constraints on the fund type. Capital project funds are budgeted on a project basis across multiple years until the project is complete. Grant funds are appropriated on a grant-year basis until the end of the grant-award period.

The County shall integrate performance measurement within the budget process where appropriate and continually strive to improve the budget development and monitoring process through evaluating and utilizing innovative alternative approaches to costing and budgeting.

Appropriations, as approved by the Commissioners Court, are set up and maintained in the County financial system by the County Auditor. The following general character level categories are used to appropriate funds annually: Personnel, Operating and Capital. These categories along with a lower level of detailed expenditures are used for overall budgetary planning purposes.

III. DEVELOPMENT PROCESSES & TIMELINE

The County shall develop an annual calendar relating to the development of the budget which includes but is not limited to the following:

- Budget manuals for annual preparation, including forms and necessary instructions, shall be distributed to County offices and departments.
- All offices and departments must return their budget proposals and requests to the Budget & Fiscal Policy Department.
- Initial proposed budgeted revenue estimates are provided by the County Auditor.
- A proposed and balanced budget will be developed and distributed to the members of Commissioners Court.

EXECUTIVE AND BUDGET SUMMARY

BUDGETARY DEVELOPMENT POLICIES, CONTINUED

- County Auditor continues to revise revenue projections and may update thereafter to reflect the certified tax estimates as well as other relevant revenue data.
- Commissioners Court shall adopt a tax rate.

Commissioners Court should adopt the budget on or before the first Monday in October but by no later than the last Monday in October.

The Budget and Fiscal Policy Department along with the County Administrators office will develop and publish the budget and tax calendar during the second quarter of the fiscal year. It is anticipated that this process will begin in mid to late February and be materially completed during the month of August with an ultimate adoption of both the tax rate and budget by the statutorily required dates.

The Budget & Fiscal Policy Department shall prepare a report on the budget status and trends and submit to the Commissioners Court and Chief Administrator no less than quarterly. These forecast and reports will be presented to and discussed with the Commissioners Court upon preparation.

The County shall prepare and maintain no less than a five-year comprehensive financial forecast that:

- Develops a local, regional, state and national economic outlook and describes the potential impact on El Paso County
- Updates reserve and expenditure projections for the next five years
- Projects capital improvement requirements over the five-year period, including future operating costs associated with all projects
- Updates revenue and expenses for each year in the period
- Describes the strategic issues that present the County with challenges and opportunities for the future and, in some cases, assesses their fiscal impact.

FUND BALANCE POLICIES

I. CLASSIFICATIONS

The Commissioners Court has established operating and reporting guidelines for the fund balances of the governmental funds in accordance with Governmental Accounting Standards Board Statement Number 54. The County's Fund Balances shall be classified into five categories based on the strength of the constraints governing how those balances can be spent:

Nonspendable Fund Balance-Represents amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

EXECUTIVE AND BUDGET SUMMARY

FUND BALANCE POLICIES, CONTINUED

I. CLASSIFICATIONS, CONTINUED

Restricted Fund Balance-Represents amounts that are restricted to specific purposes, with constraints placed on the use of resources by (a) external creditors, grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

Committed Fund Balance-Represents amounts that can only be used for specific purposes that have imposed constraints by formal action of the government's highest level of decision-making authority, the Commissioners Court. The amounts may not be used for other purposes unless the Court removes or changes the constraints pursuant to the same type of action used to initially commit them.

Assigned Fund Balance-Represents amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed. The governing body may delegate its authority to assign amounts to another body or officials, for example a budget director. The Commissioners Court, when it is appropriate for fund balance to be assigned, delegates the authority to the Executive Budget Director. Assignments may occur subsequent to fiscal year end. Assignments will be made when necessary to utilize reserves to balance the proposed budget as needed or in the event of unforeseen circumstances that arise and require the expenditure of funds for which there was not an offsetting revenue source to account for the increase in unplanned appropriations, i.e. a catastrophic event

Unassigned Fund Balance- Represents the residual amount in the general fund that has not been restricted, committed, or assigned to specific purposes.

II. RESERVES

General Fund Reserve-The County shall strive to maintain an unassigned General Fund reserve between 10-15 percent of the total adopted General Fund operating budget, in any one fiscal year. Use of this reserve is limited to an unanticipated emergency, calamity, natural disaster or the loss/shortfall of a major revenue source. This amount should prove sufficient to meet cash flow needs during the first quarter of the fiscal year, as the inflow from *ad valorem* property taxes, the County's major revenue source, does not become substantial until the end of the first fiscal quarter. Any expenditure from this reserve that required an amendment of the budget as a result or the declaration of an emergency will be reported in detail in the County comprehensive annual financial report.

Allocated Reserves- When fiscally permissible, the Court shall establish contingency reserves within the General Fund account titled General and Administrative for personnel and operations. This funding source is to be used only after other alternatives have been fully explored.

EXECUTIVE AND BUDGET SUMMARY

FUND BALANCE POLICIES

III. FUND BALANCES

End of Year—The projected unspent budgeted funds and revenue variances for any given fiscal year. The balance shall be estimated and identified annually by the Office of Budget & Fiscal Policy as a component of the Appropriated Fund Balance.

Appropriated—The combined estimated value of the End of Year fund balance as well as the balance of the assigned General Fund Reserve. This fund shall be identified in the upcoming fiscal year budget and the Commissioners Court may utilize this fund to balance said budget. Any amount that is not utilized to supplement and balance the budget shall be appropriated by the Commissioners Court as the General Fund reserve, equivalent to the unassigned fund balance as defined by the Government Accounting Standards Board. Use of this funding is subject to the policies adopted herein.

Capital Project—Classified as restricted or committed funds to meet both the purpose of the legal debt issuance and the policy objectives of the Commissioners Court. Formal action by the Commissioners Court is required to establish, modify or rescind a fund balance commitment. This may include that residual unspent funds shall be transferred, with Commissioners Court approval, to the respective debt service fund as a means of reducing of debt. Project managers shall notify the Chief Administrator and County Auditor immediately upon completion of all projects.

Debt Service—Restricted for the payment of principal and interest on the debt service obligation. Any funds that are remaining after all debt is extinguished shall be transferred to the general fund and may then be appropriated at the discretion of the Commissioners Court.

Special Revenue— Restricted to the extent that the proceeds are generated through enabling legislation or externally imposed by creditors, grantors, contributors, or laws or regulations of other governments.

BUDGETARY CONTROL POLICIES

I. TRANSFERS & AMENDMENTS

All amendments to the adopted budget shall require written request and justification for transfer from the respective department head or elected official or duly delegated office staff. Pursuant to Texas Local Government Code, §§ 111.070 c (2), the Commissioners Court has designated that the Budget & Fiscal Policy Department may, as appropriate and subject to these approved policies as further specified below, amend the budget by transferring amounts budgeted for certain items to other items. Approved budget amendments resulting in a new appropriation must be recorded prior to expenditure against such appropriation.

EXECUTIVE AND BUDGET SUMMARY

BUDGETARY CONTROL POLICIES, CONTINUED

Transfers

Commissioners Court shall approve all general fund budget transfers that individually exceed \$5,000 per fiscal year. The Chief Administrator and/or the Executive Budget Director or their designees may administratively approve all budget transfers individually totaling up to \$5,000. This limitation applies to the General Fund and special Revenue Funds only and may be suspended. Interdepartmental transfers are not eligible for administrative approval nor are transfers requesting funds from Appropriated Fund Balances, except as provided for in this policy. Further, a transfer request for items, programs or services that were discussed and disallowed during the annual budget hearings of the Commissioners Court shall be subject to the sole approval of the Commissioners Court.

Budget transfer requests that are within a departmental index and within the same character (personnel, operating or capital) are authorized to be made by the Budget & Fiscal Policy Department on a regular basis with the annual approval of the County's budget and fiscal policies by Commissioners Court. Transfers between characters and between different department indices require separate approval of the Commissioners Court. Year-end transfers are initiated to meet timely payment requirements and year end accruals in accordance with Generally Accepted Accounting Principles (GAAP) as deemed appropriate by the County Auditor's Department and the Budget & Fiscal Policy Department.

Object codes that shall not be considered for internal transfers are as follows:

- Auto Allowance
- Contract service
- Interpreter Services
- Legal Services
- Professional Services – Medical
- Vehicle Operating Expense

Transfers from Utilities/Communications are administered in accordance with these policies, if the requested transfer is between other Utility/Communication subobjects. Any necessary transfers from these accounts shall require approval of Commissioners Court. Equipment transfers can only be made to other like-kind accounts for the purpose of replacing, improving, or purchasing equipment.

Budget transfers from the General and Administrative Account that were appropriated and budgeted for a specific purpose may be transferred internally with the approval of the Chief Administrator and/or the Executive Budget Director or their interdepartmental designees only for the purpose that was approved for in the adopted budget.

EXECUTIVE AND BUDGET SUMMARY

BUDGETARY CONTROL POLICIES, CONTINUED

Amendments

The Budget & Fiscal Policy Department may initiate budgetary amendments to cover expenditures for salary, utilities, and fuel up to year-end. Any related year-end projected shortfalls and impacts for accruals shall be projected at the end of the third fiscal quarter and shall be provided to the Court for informational purposes.

The Budget & Fiscal Policy Department may initiate budget amendments deemed necessary to cover unforeseen emergencies as well as expenditure accruals at year-end. These amendments may be transfers between departmental index and between character and objects during the fiscal year end accrual period or for unforeseen emergencies, such as weather related incidents.

Transfers related to grants are detailed in Grants section of this document.

I. BIDS

Bids related to the purchase of goods and services that are both budgeted for in the fiscal year and are a component of the normal day to day operations of County departments shall be prepared and solicited for by the County Purchasing Department and only presented to Commissioners Court for award consideration. Any bids requests for goods or services for which there are no specific or routine appropriations shall be submitted to the Chief Administrator and Budget & Fiscal Policy Department for consideration of availability of funding and placement on the agenda for consideration of the Court. The Purchasing Agent or designee(s) will notify the Commissioners Court on a routine basis regarding all bids of goods and services which are currently out for solicitation.

II. PERSONNEL

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 shall continue to support its salary plan, 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 shall continually strive to provide a system of fair compensation to employees based on annual satisfactory employee performance evaluations. Any such system shall be addressed during budgetary hearings and funded accordingly and as soon as financially practical.

The Chief Administrator shall present a budget for salary and fringe benefits, including contingencies, to Commissioners Court for approval during budgetary hearings. The Chief

EXECUTIVE AND BUDGET SUMMARY

BUDGETARY CONTROL POLICIES, CONTINUED

II. PERSONNEL, CONTINUED

Administrator shall ensure that changes to the salary and fringe benefit budget, including contingencies, do not exceed the amount authorized by Commissioners Court.

Overtime as defined by the El Paso County Employee Handbook: budgeted overtime-compensation payments may only be made to nonexempt employees at a rate of time-and-a-half. Unbudgeted overtime requests require pre-approval by the Chief Administrator or their interdepartmental designee and funding approved by the Commissioners Court before overtime may be accrued. Compensatory time may be utilized in lieu of overtime when following County personnel rules.

Hiring Freeze Policy

To assure minimal impact to services and citizens and promote fiscal responsibility, when a position becomes vacant, the department must wait the length of time the separating employee is paid in accrued leaves (vacation and compensatory time) before filling the position.

The hiring waiting period applies to positions that become vacant in all departments. This policy ensures that departments do not exceed the allocated budget. Certain positions are exempt, including:

- Front line customer service positions whose primary function are to collect money “as determined by the Chief Administrator”.
- Those that are statutorily required where only one position exists in the department to perform the function as determined by the Chief Administrator
- Positions covered under a collective bargaining agreement
- Custodian positions of the Facilities Department

When there are no leave balances to be paid out from the General Fund, the following positions shall be exempt from the waiting period:

- Positions 100 percent funded with special revenues
- Positions 100 percent funded with grant funds
- Positions 100 percent funded with discretionary funds which are ineligible to offset general fund expenses
- Vacancies filled by hiring current County employees.

Newly elected officials, or those appointed to elected positions, who replace budgeted positions that are exempt from civil service are not required to undergo the waiting period during the first 90 days in office.

Human Resources shall review requests for hiring waiting period exceptions and other staffing change requests to ensure sufficient data is collected to analyze the requests. The fiscal impact of

EXECUTIVE AND BUDGET SUMMARY

BUDGETARY CONTROL POLICIES, CONTINUED

II. PERSONNEL, CONTINUED

all requests shall be calculated and reviewed by the Budget & Fiscal Policy Department. Once the requests have been reviewed by both HR and Budget, HR shall present the request to the Chief Administrator for consideration. These requests are subject to the approval of the Chief Administrator who shall provide a quarterly report to Commissioners Court on exceptions/requests.

Temporary Employment

If an employee is out on an unpaid leave, the department can fill the position with a temporary employee for a period not to exceed 6 months so long as the temporary position does not exceed budget allocations for the original position and it is consistent with the period of time the regular employee shall be out on unpaid leave. Because there is no budgetary impact, the temporary may be hired without additional approval.

If an employee is out on paid mandatorily required leave (such as FMLA) for a period expected to last longer than 10 days, and the department has the funds in its current budget to pay for a temporary employee, the department may:

- Request the Budget & Fiscal Policy Department verify that funds are available; and
- Request that the Human Resources Office verify that 1) the employee is out on a mandatorily required leave, and 2) the time frame the temporary employee is being requested for does not exceed the time of the mandatorily required leave. Requests of this nature only require the applicable budget transfer approval.

If an employee is out on a mandatorily required leave (such as FMLA) for a period expected to last longer than 10 days, and the department does not have the funds in its current budget to pay for a temporary employee, the request must go to the Human Resources Department. Human Resources shall verify funding availability in contingencies or other sources with the Budget & Fiscal Policy Department and make a recommendation, subject to the applicable budget transfer policy, to the Chief Administrator for their consideration.

Temporary employees for cases where the department has allowed the regular employee to go out on paid leave for non-mandatorily required leave shall not be considered. If a department has a vacancy that it would like to fill with a temporary employee, the total cost of the temporary employee for salary and fringe benefits per pay period cannot exceed the total cost of the regular position for salary and fringe benefits per pay period.

III. GRANTS

Grant budgets shall be submitted to the Budget & Fiscal Policy Department with all necessary documentation, which include but are not limited to the following:

EXECUTIVE AND BUDGET SUMMARY

BUDGETARY CONTROL POLICIES, CONTINUED

III. GRANTS, CONTINUED

- County Auditor certification of budget award/adjustment from the grantor agency (when setting up or increasing/decreasing the grant budget)
- Include when grant budgets or their respective employee counts and changes in employee compensation are amended.
 - Notice that the granting agency allows the transfer requested as per grant guidelines
 - Brief but thorough explanation of transfer
 - Any additional supporting documentation related to the transfer as the grant division deems necessary
 - Name and initials of grant employee requesting the transfer and a manager (or designee) initial which ensures all policy criteria has been met

Net overall increases or decreases are subject to the approval of Commissioner's Court. Commissioners Court shall receive a monthly summary of all employee count and compensation changes from the County Auditor's Office.

Transfers from within the grant budget shall be approved administratively if the transfer is consistent and in accordance with the granting agencies policies or is approved by the granting agency. Departments requesting administrative approvals of these transfers shall provide all necessary documentation for review, including justification for the administrative approval, to the Budget & Fiscal Policy Department and shall be included in the monthly report to the Commissioners Court.

Grant applications shall include the option to be amended to cover any salary increases (i.e. COLA, step, etc.) approved by Commissioners Court. All grants that contain personnel and that will not be able to cover the increase in salary will be covered by the General Fund.

GENERAL FINANCIAL POLICIES

I. ACCOUNTING, AUDITING & FINANCIAL PLANNING

The County Auditor's Office shall continue to maintain the County's financial records on a basis that is compatible with the guidance of 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 shall be issued by the County Auditor's Office. These reports shall summarize the County's financial transactions by fund and department. Also, actual revenues and actual expenditures shall be monitored and compared to the associated budgeted amounts.

EXECUTIVE AND BUDGET SUMMARY

GENERAL FINANCIAL POLICIES, CONTINUED

I. ACCOUNTING, AUDITING & 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 shall continue to be provided in the comprehensive annual financial reports, budget reports and bond representations. Pursuant to the Texas Local Government Code, § 115.045, once each fiscal year, the Commissioners Court shall engage an independent Certified Public Accounting firm to conduct a comprehensive external audit of all books, records and accounts of the County. The external audit shall cover all matters relating to the fiscal affairs of the County.

The Commissioners Court shall 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 shall be made, when deemed appropriate by Commissioners Court, on non-recurring expenditures and capital projects.

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

II. REVENUE

The County shall maintain a stable and diversified revenue system to protect it from short-term fluctuations in any single revenue source. The County, whenever applicable, shall establish user fees and charges permitted by law at levels associated with the direct costs and indirect costs of providing those services. Furthermore, the County shall annually evaluate fees and charges to assure that total costs are covered and shall adjust accordingly to keep pace with the cost of providing those services.

Further, the County will pursue the enactment of new legislation, when deemed appropriate, to permit changes in user fees and charges, aggressively collecting ad valorem property tax revenues, including filing suits when permitted by the Texas Property Tax Code.

El Paso County shall restrict its reliance on non-recurring revenue sources to promote fiscal responsibility. The County shall monitor intergovernmental grant revenue when approving grants that may ultimately result in 100 percent county funding.

III. FIXED ASSETS & CAPITAL PLANNING

The Commissioners Court shall 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.

EXECUTIVE AND BUDGET SUMMARY

GENERAL FINANCIAL POLICIES, CONTINUED

III. FIXED ASSETS & CAPITAL PLANNING, CONTINUED

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 shall not be tagged. The purchasing agent, at his/her discretion, may tag any items deemed appropriate for adequate control and accountability purposes.

The County Auditor's Office shall periodically reconcile the yearly inventory listing, provided by the purchasing agent, to the County's financial accounting records. This inventory shall include assets purchased with Federal funds, along with the special guidelines for assets purchased with Federal funds from the Federal Emergency Management Agency, the Office of National Drug Control Policy or other applicable agencies.

As approved by Commissioners Court funding equal to the equivalent of one cent in M&O taxes has been designated for the County's ongoing capital improvement program (CIP). Revenues generated from this one-cent designation shall be transferred from the General Fund into the County's Capital Improvement Program account designated for this purpose and use of such funds is subject to prior approval from the Commissioners Court. Projects intended to be funded from the CIP M&O tax funded account may be transferred into an appropriate and allowable debt funded capital projects, if deemed allowable within the bond documents when funding is available, and planned debt funded capital projects will not be affected. These transfers shall be reviewed and approved by staff of the County Auditor's Office and either the Chief Administrator or Budget and Fiscal Policy.

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

Capital needs for projects and equipment will follow the guidelines established in the County Capital Improvement Policy. The purchasing agent shall, wherever deemed appropriate, issue useable items placed in storage to departments and agencies requesting comparable new equipment.

IV. DEBT MANAGEMENT

Pursuant to Article XI, Section 7 and Article VIII, Section 9 of the Texas Constitution, the County shall not use funds earmarked for payment of the current portion of long-term debt for current operations.

When the Commissioners Court make a determination to issue bonds, the policies below shall be followed.

EXECUTIVE AND BUDGET SUMMARY

GENERAL FINANCIAL POLICIES, CONTINUED

IV. DEBT MANAGEMENT, CONTINUED

- When feasible, new bonds issued shall be amortized resulting in equal principal amounts being retired each fiscal year with payments due on February and August 15th. This shall produce a total debt schedule with a declining yearly balance. The amortization schedule shall be structured, when necessary, to follow the estimated useful life on assets purchased under the corresponding debt issuance.
- Debt service appropriations in total shall not exceed 35 percent of the total budget in any fiscal year pursuant to Article VIII, Section 9, of the Texas Constitution.
- The County's total bonded debt shall 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.
- Bond financing arrangements shall be restricted to capital improvement projects that cannot be reasonably funded with current revenues and reserves.

The Commissioners Court shall make a diligent effort to coordinate planning, issuing and timing of bond issues with the overlapping jurisdictions in the County. All bonds issued shall be monitored for compliance with IRS regulations on arbitrage for Tax Exempt Bonds.

V. CASH MANAGEMENT & INVESTMENTS

All County funds received by the treasury division shall be deposited within one business day of receipt in order to optimize the County's cash flow and interest earnings. Receipt and disbursement of funds shall be performed in compliance with applicable provisions within Texas Statutes.

In accordance with Commissioners Court authorization and approval and the State's pertinent legal provisions, the County Auditor shall serve as the County's investment officer. In accordance with the County's written investment policy, the County's available monies shall 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 Statutes, Commissioners Court shall establish and approve a written investment policy annually. The investment policy shall, among other topics, address the parameters of maximizing rates of return, liquidity, safety, prudence and diversification. The County shall issue quarterly investment reports in a timely manner.

VI. STRATEGIES & PLANS

County strategies and plans shall 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

EXECUTIVE AND BUDGET SUMMARY

GENERAL FINANCIAL POLICIES, CONTINUED

IV. STRATEGIES AND PLANS, CONTINUED

without negatively impacting other goals within the County. Performance measures and productivity indicators shall 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.

Fiscal Overview



FISCAL OVERVIEW

BASIS OF BUDGETING AND ACCOUNTING

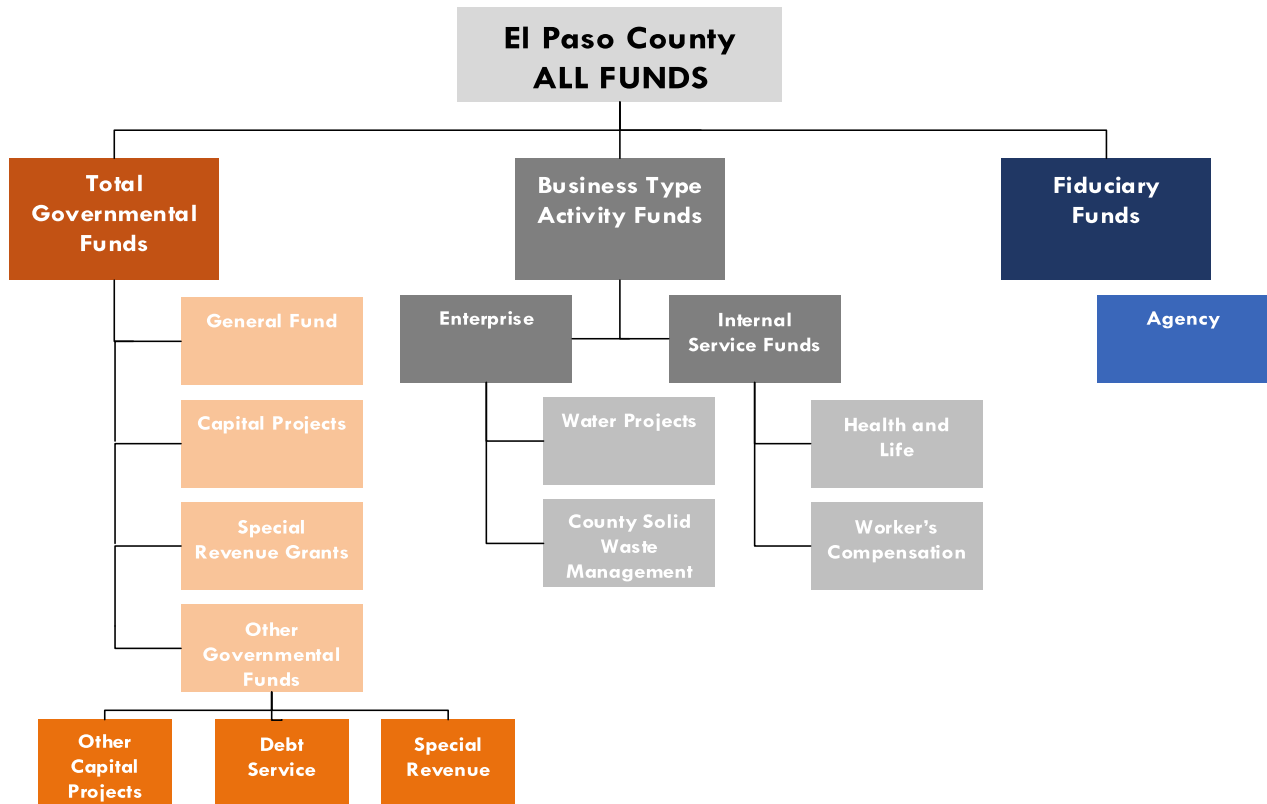
The County of El Paso adheres to the generally accepted accounting principles (GAAP) as applicable to state governments, which are uniform minimum standards of and guidelines to financial accounting and reporting. **The County of El Paso does not distinguish between Basis of Budgeting and Basis of Accounting.** County records are maintained either on a modified or full accrual basis based on the type of fund as reflected in the table below. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e. when they become measureable and available). In the case of the County, “measureable” means the amount of the transaction can be determined and “available” means collectible within the current period or within 60 days thereafter, to pay liabilities of the current period. Expenditures are generally recognized under the accrual basis of accounting when the related fund liability is incurred. Full accrual recognizes revenues when earned. Expenditures for the modified and full accrual bases are generally recorded when they are incurred. The Basis of Accounting whether full or modified accrual is used during the budget process, depending on the fund.

The County’s budgetary and accounting records are organized and operated on a fund basis. A "fund" is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

| Fund | Basis of Accounting and Budgeting | Budgeted? |
|--------------------------------------|-----------------------------------|-----------|
| Entity-Wide | Full Accrual | No |
| Governmental Funds: | | |
| General fund | Modified Accrual | Yes |
| Special Revenue | Modified Accrual | Yes |
| Grants | Modified Accrual | Yes |
| Debt Service | Modified Accrual | Yes |
| Capital Projects | Modified Accrual | Yes |
| Business Type Activity Funds: | | |
| Enterprise | Full Accrual | Yes |
| Internal Service | Full Accrual | No |
| Fiduciary Funds: | | |
| Agency | Full Accrual | No |

FISCAL OVERVIEW

FUND STRUCTURE



Funds are categorized by type to indicate both the sources of the fund's financial resources and the nature of activities financed. There are three broad categories of funds used in governmental accounting: governmental, business type, and fiduciary funds.

The County maintains the following types of funds:

1. Governmental Funds - are used to account for most typical governmental functions. The acquisition, use, and balances of a government's expendable financial resources and the related current liabilities, except those accounted for in business type funds, are accounted for through governmental funds.

There are four types of governmental funds:

- **General Fund**- is used to account for activities of the general government not accounted for in some other fund. This is the main operating fund of El Paso County. A majority of the County's operating expenditures are financed with revenues received by this fund.
- **Debt Service Funds**- are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

FISCAL OVERVIEW

FUND STRUCTURE, CONTINUED

1. Governmental Funds, continued

- **Capital Project Funds-** are used to account for financial resources to be used for the acquisition or construction of major capital facilities, otherwise known as general fixed assets.
- **Special Revenue Funds-** are used to account for the collection and disbursement of specifically earmarked monies. On the other hand, the **Grant Fund** is similar to a special revenue fund, except that it is 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.

2. Business Type Activity Funds- are used to account for a government's ongoing organizations and activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis. There are two types of business type funds, enterprise and internal service funds.

- **Enterprise Funds-** are used to account for operations (a) where the intent of the government is to fully recover costs of providing goods or services to the general public through user charges; or (b) where the governing body has decided that periodic determination of net income is appropriate for capital maintenance, public policy, management control, accountability or other purpose. El Paso County utilizes this fund to account for the East Montana and Mayfair Water Systems that are operated as private businesses, and for the County Solid Waste Disposal fund, whereby costs are recovered through user charges.
- **Internal Service Funds-** are used to account for the financing of goods or services provided by one department or agency, to other departments or agencies, on a cost reimbursement basis, such as health and life and workers compensation funds. Internal Service funds are not budgeted by the County.

3. Fiduciary Funds- are used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Fiduciary funds are not budgeted by the County.

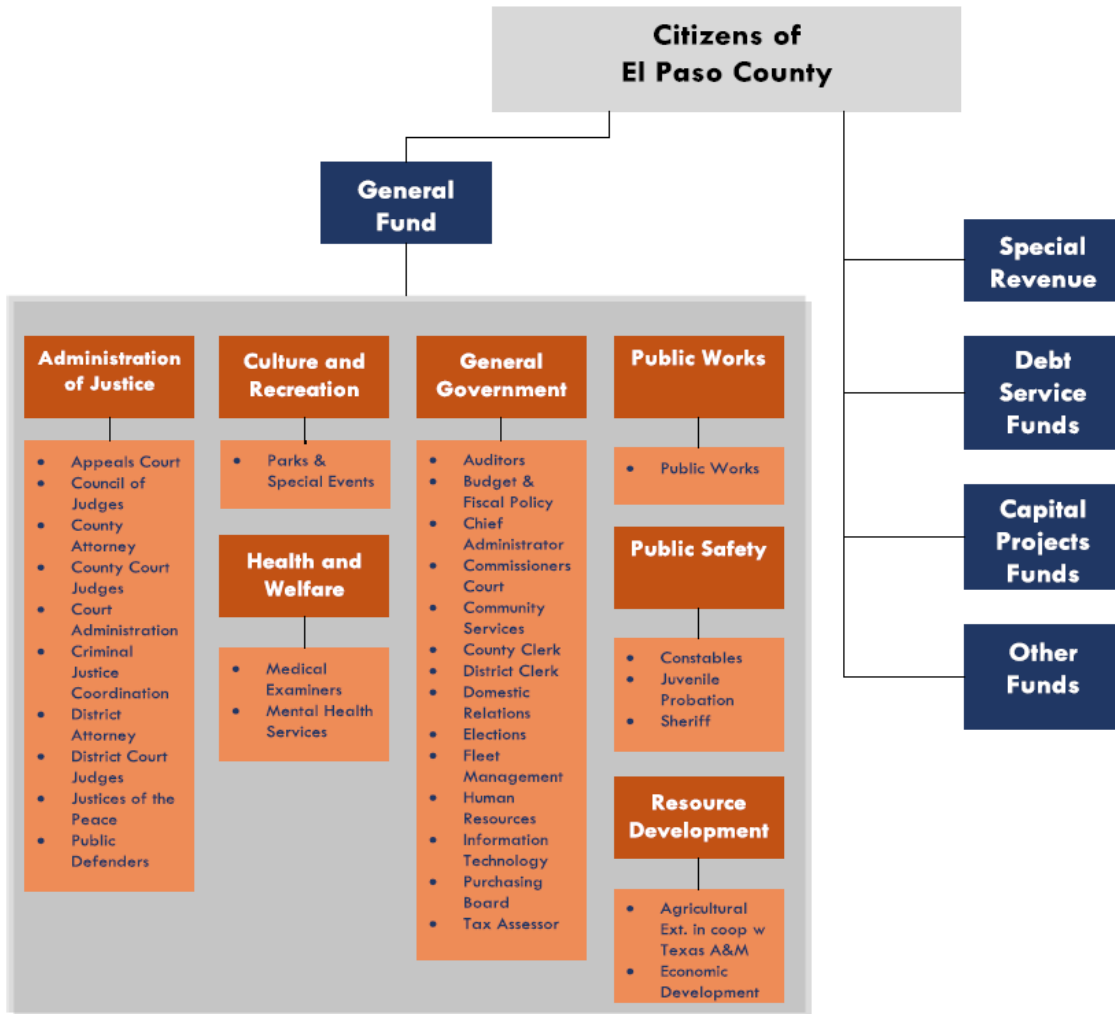
Capital assets, which include property, plant and equipment, and infrastructure assets are reported in the appropriate governmental or business-type activities. The value of existing capitalized assets is increased for any additions regardless of the amount, when the useful life is extended or the functionality of the asset is improved. The costs of normal maintenance and repairs that do not add to the value of the assets or substantially extend the life of the assets are not capitalized. Interest earned during the construction phase of capital assets of business-type activities is included as part

FISCAL OVERVIEW

FUND STRUCTURE, CONTINUED

of the capitalized value of the assets constructed, and capital assets under construction are not depreciated until construction is completed. Capital assets of the County are depreciated using the straight line method based on useful life and therefore depreciation is budgeted for the appropriate governmental or business-type activity.

DEPARTMENTAL/FUND RELATIONSHIP



BUDGETARY CONTROL

The County's Budget is prepared and adopted as a balanced budget as required by Texas law. **A balanced budget is achieved by ensuring that the amounts budgeted in a fiscal year for expenditures does not exceed the projected revenues to include any available fund balances.** The appropriations of the activities of the General, Special Revenue, Enterprise, and Debt Service Funds are included in the annual budget. Grant and capital project budgets may be included in the

FISCAL OVERVIEW

BUDGETARY CONTROL, CONTINUED

adopted budget when pertinent information is available; otherwise, these funds are budgeted throughout the year as relevant financial information becomes available, either by means of a capital bond issuance, or receipt of grant award notices.

The County’s appropriations for departments are approved at the adoption of the budget at the sub-object level representing, personnel, operating and capital line items. On a yearly basis financial policies are reviewed and adopted by the Commissioners Court. These polies in their entirety are presented in the Executive and Budget Summary section of this document.

The fiscal year 2017 budget transfer summary is stated below:

| COMMISSIONERS COURT TRANSFERS | |
|--|---|
| TRANSFERS REQUIRING APPROVAL FROM COMMISSIONERS COURT | ADMINISTRATIVE TRANSFERS (If items do not meet Commissioners Court requirements they can be processed internally) |
| <ul style="list-style-type: none"> • All individual General Fund (GF) & Special Revenue (SR) transfers exceeding \$5,000 (per line item – in or out) • Interdepartmental transfers (between indexes) • Transfers between characters (i.e. from personnel to capital) • Items denied previously during Budget Hearings • Transfers from/into the following object codes: <ul style="list-style-type: none"> ○ Auto Allowance ○ Contract service ○ Interpreter Services ○ Legal Services ○ Professional Services – Medical ○ Vehicle Operating Expense • From Utility/Communications to unrelated account • For Grants - Net overall increases/decreases | <ul style="list-style-type: none"> • All individual GF and SR transfers under \$5,000 (per line item – in or out) • Intra index transfers within characters (i.e. operating to operating) • Within Utility/Communications • Reserved funding allocated in the General & Administrative Account for a specific purpose approved during Budget Process (i.e. Utility contingency, Constable vehicle maintenance) • Emergency Transfers (for unforeseen emergencies) • Exempt from BA requirements in case of emergency • Year-end transfers (after BA deadline has passed) • Exempt from all BA requirements after final Commissioners Court meeting for Fiscal Year • For Grants - transfer consistent with Granting Agency Policies and no net increase/decrease |

FISCAL OVERVIEW

BUDGETARY CONTROL, CONTINUED

Equipment transfers can only be made to other like-kind accounts for the purpose of replacing, improving, or purchasing equipment. Transfers, if allowed, will be subject to aforementioned transfer policies.

Texas Budget Law

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

- The Commissioners' Court may authorize an emergency expenditure as an amendment to the original budget only in a case of grave public necessity to meet an unusual and unforeseen condition that could not have been included in the original budget through the use of reasonably diligent thought and attention;
- The Commissioners' Court by order may amend the budget to transfer an amount budgeted for one line item to another budgeted line item without authorizing an emergency expenditure;
- If a County bond issue is submitted at an election or other authorized obligations are to be issued against future revenues and a tax is to be levied for those obligations, the Commissioners' Court shall adopt a budget of proposed expenditures;
- The County Auditor shall certify to the Commissioners' Court the receipt of all public or private grant or aid money that is available for disbursement in a fiscal year but not included in the budget for that fiscal year. On certification, the Court shall adopt a special budget for the limited purpose of spending the grant or aid money for its intended purpose;
- The County Auditor shall certify to the Commissioners' Court the receipt of revenue from a new source not anticipated before the adoption of the budget and not included in the budget for that fiscal year. On certification, the Court may adopt a special budget for the limited purpose of spending the revenue for general purposes or for any of its intended purposes.

FORMULATION OF THE BUDGET

For fiscal year 2018 budget process preparation, regular meetings will be held with the Commissioners Court, to apprise them of any revenue projections and unanticipated differences. Upon receiving feedback and direction from the Court, the Budget Office will submit a proposed calendar of events and budgetary instructions for the ensuing fiscal year's budget preparation cycle. These budgetary instructions will be submitted to each County department. These packages are

FISCAL OVERVIEW

FORMULATION OF THE BUDGET, CONTINUED

expected to be distributed no later than February, to provide department heads additional time to plan spending for the current and next fiscal years. A significant change that will occur with the 2018 budget process will be a formalized performance measurement process that will be integrated into the budget and resource allocation process. This is in direct alignment with the new county strategy and was listed as a top priority.

The proposals made by the departments and agencies must be returned during the month of March. The requests/reductions, after being evaluated by the County's budget staff and reviewed by the Chief Administrator will be factored into a preliminary baseline budget.

Pursuant to the Texas Local Government Code, § 111.072, § 111.034(b)(4) and § 111.039(b), only the County Auditor may estimate revenues. Tentative revenue estimates will be included and updated on a monthly basis. Since data required to calculate property tax estimates for the next fiscal year is not received from the El Paso Central Appraisal District (CAD) until July 25th or as soon as practical thereafter, property tax estimates will be revised soon thereafter.

County departments are expected to work with the Budget office in the development of their respective budgets and performance measures. These preliminary meetings have historically been well received and have proven to be very productive. The Budget recommendations along with departmental request are presented to the Chief Administrator for review. Public departmental budget hearings before the members of the Court are typically only held if provided resolution between the departmental request and/or the Budget Office recommendation are greater than the annual threshold established by the Court. Typically requests for completely new programs or services normally will be discussed by the court as well.

Late August is when the final phases of the budgetary cycle take place. Based on the monthly updates to be provided to the Commissioners Court, additional instructions or hearings may be necessary for departments to prioritize how the County's resources will be allocated. State law requires Commissioners Court to adopt a property tax rate before September 1st or as soon as possible thereafter but not later than the last day of the fiscal year, September 30th. Throughout this process, the Budget office enters any approved changes into the computerized budget system factoring in any changes in estimated revenues from all sources anticipated in the ensuing fiscal year.

After this information has been entered into the system, pursuant to the Texas Local Government Code, § 111.063 § 111.066(a), on or immediately after the first day of each fiscal year, the Budget Officer files a copy of the proposed budget with the County Clerk and the County Auditor. 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 ten calendar days after the date the proposed budget is filed with the County Clerk but before the last day of the first month

FISCAL OVERVIEW

FORMULATION OF THE BUDGET, CONTINUED

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 Clerk and the County Auditor. Thereafter, Commissioners Court may spend County funds only in strict compliance with the budget.

The aforementioned budgetary calendar of events is presented for your information:

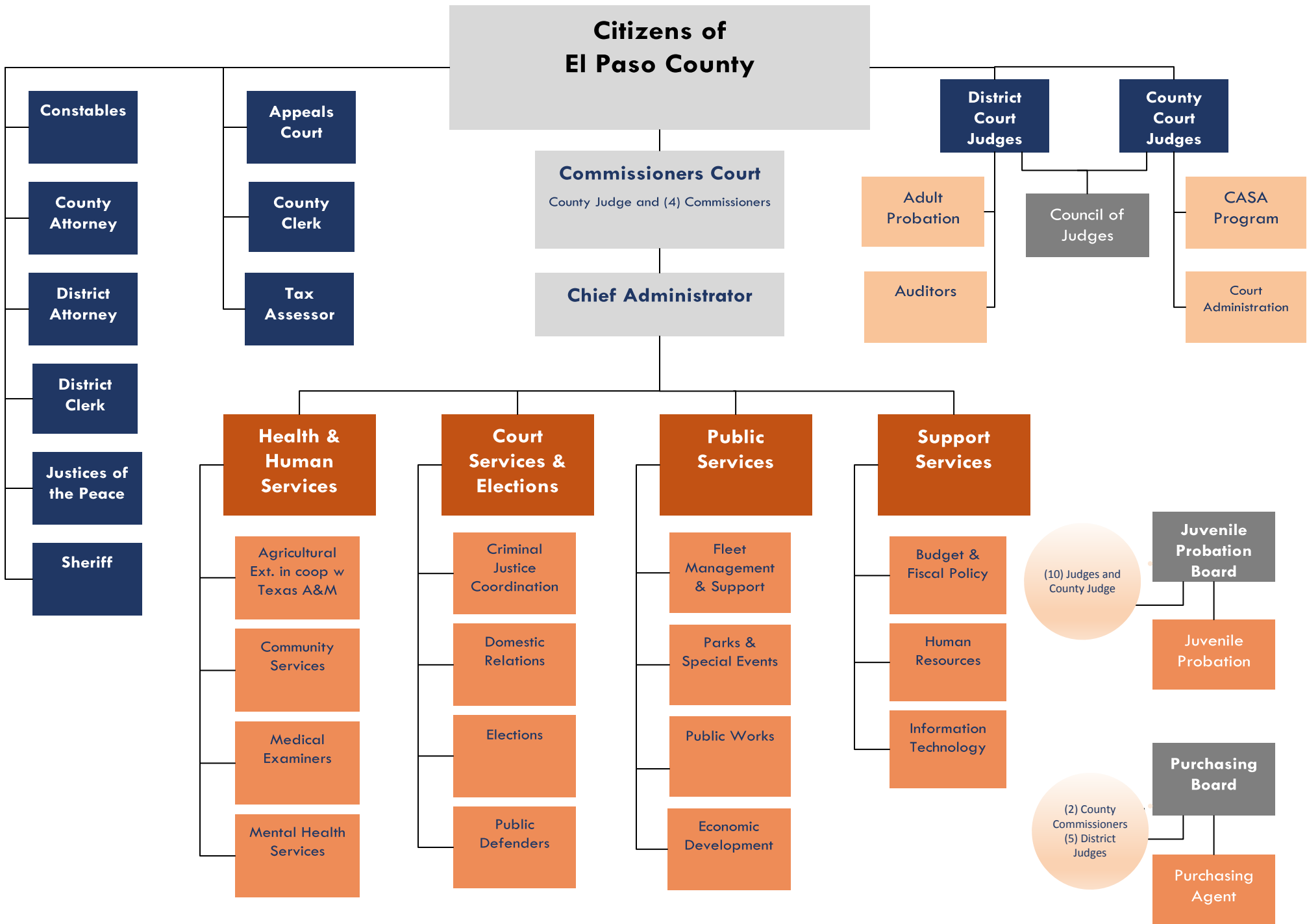
| TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2018 | |
|--|---|
| October 1, 2017 – September 30, 2018 | |
| PROPOSED DATES | PROPOSED ACTIONS |
| December 2016 – January 2017 | 1. Regular meetings to apprise Commissioner Court of any revenue projections and unanticipated differences. |
| February 2017 | 2. Meeting with Commissioners Court after 2017 annual strategic planning to discuss fiscal year 2018 estimated fund balance, provide them an update of projected impacts for fiscal year 2017, and present budgetary updates and discuss general instructions for departments. 3. The budget office will distribute the budgetary request forms to departments with instructions based on input from the Commissioners' Court members. |
| March 2017 | 4. The budget office will receive departmental budgetary requests and will compile the initial budgetary work papers. This work papers include the actual expenditures for each department for the previous 3 years, the current fiscal year's amended budget, departmental requests for fiscal year 2018 and impact. |
| April - May 2017 | 5. Departments will be contacted and will meet with staff of the County Budget Office as needed to develop budgets for submission to Commissioners' Court. The Budget Office reviews and proposes recommendations to departments via departmental meetings. |

FISCAL OVERVIEW

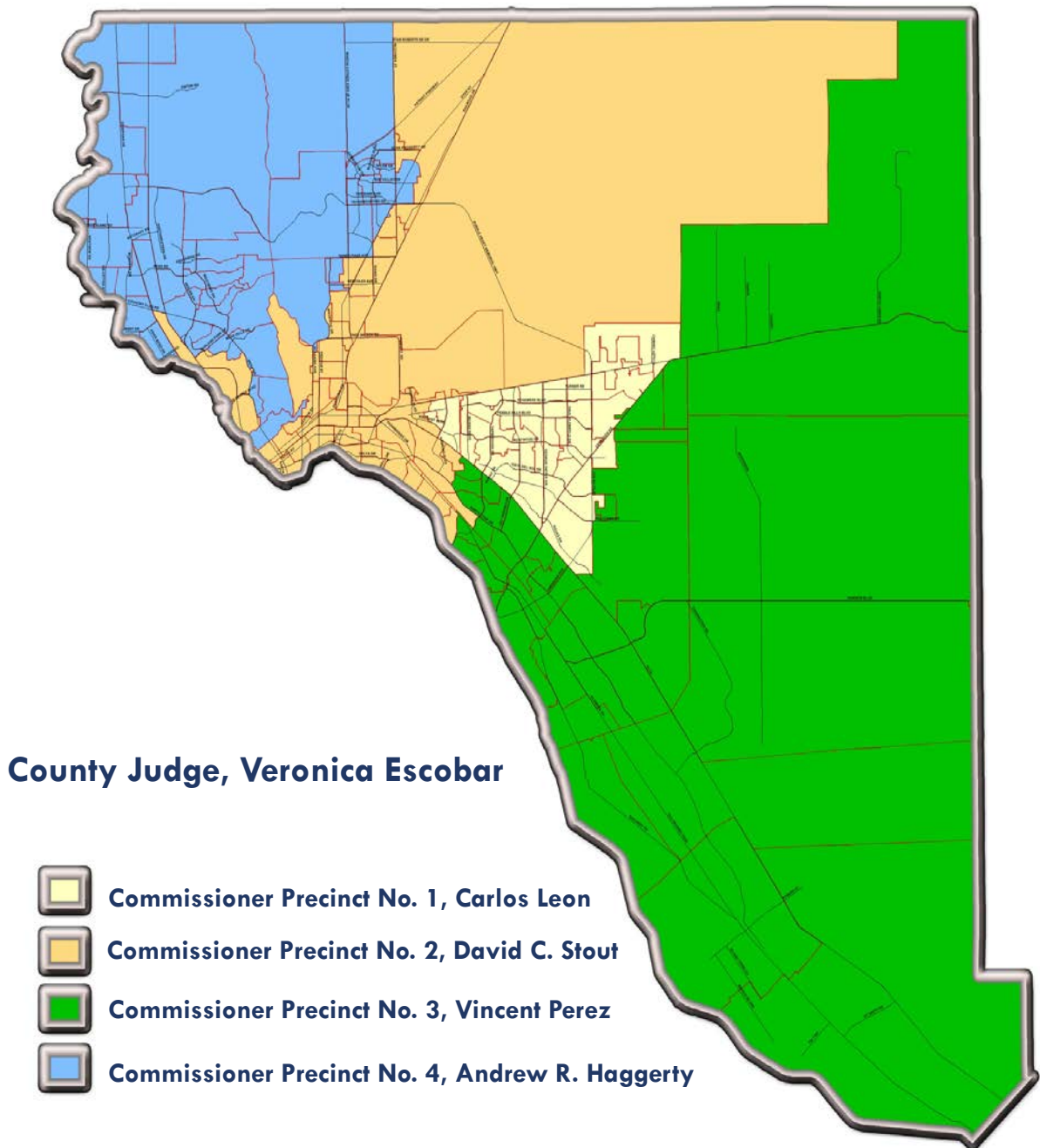
| TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2018 | |
|--|---|
| October 1, 2017 – September 30, 2018 | |
| PROPOSED DATES | PROPOSED ACTIONS |
| May - July 2017 | 6. The Budget Office meets with the Chief Administrator to go over departmental requests and Budget Office recommendations resulting from departmental meetings. Departments receive notice of proposed budget and appeals are set up with the Chief Administrator as needed. The County Budget Officer and Chief Administrator plans to present the preliminary budgetary proposal to Commissioners' Court and subsequent monthly meetings will be scheduled. This report will include departmental requests and Budget/Administrator recommendations. |
| August 2017 | 7. The Commissioners' Court will meet to discuss the budget and propose a property tax rate. Commissioners will also meet to finalize any proposed salary, expense, or allowance increases for elected officials. |
| August 2017 | 8. The Commissioners Court will meet to discuss and propose a tax rate. If the Commissioners propose a tax rate that is greater than the effective or rollback rate, whichever is lower, two public hearings must take place before the Court may adopt a tax rate. As required by Chapter 26 of the Texas Property Tax Code, a notice of a public hearing on the proposed tax increase, if applicable, must be published, at least 7 days before the hearing. |
| August 2017 | 9. 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 and County and Precinct Officer of the officer's salary and personal expenses to be included in the budget. |
| August -September 2017 | 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. |
| September 2017 | 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. |

FISCAL OVERVIEW

| TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2018 | |
|--|--|
| October 1, 2017 – September 30, 2018 | |
| PROPOSED DATES | PROPOSED ACTIONS |
| September 2017 | 12. 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 2017 | 13. Commissioners' Court must publish the required notices, if necessary, pursuant to Chapter 26 of the Texas Property Tax Code. |
| September 2017 | 14. Pursuant to the Texas Local Government Code, § 111.067, Commissioners' Court will publish a notice of a public hearing on the 2018 operating budget once in the major local newspaper, stating the date, time and location of the hearing. |
| September 2017 | 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 hearings. |
| October 2017 | 16. Pursuant to the Texas Local Government Code, § 111.066, the budget officer will file a copy of the proposed budget with the County Clerk and the County Auditor, where it will be available for public inspection by any taxpayer. |
| October 2017 | 17. Pursuant to the Texas Local Government Code, § 111.067 (b) Commissioners' Court will hold a public hearing on the final proposed budget within ten 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 2017 | 18. The budget officer will file the budget in the final adopted form and reproduce copies for distribution. Pursuant to the Texas Local Government Code, § 111.069, Commissioners' Court will file copies of the adopted budget with the County Clerk and the County Auditor. |



EL PASO COUNTY COMMISSIONERS COURT MEMBERS BY PRECINCT



ORGANIZATION BY PROGRAM TYPE

General Government

American Disability Act (ADA)
 Coordinator Account
 Ascarate Annex Building
 Communications Department
 County Auditor
 County Clerk
 County Clerk Criminal Fee Collections
 *County Clerk Records Archive
 *County Clerk Records
 Management and Preservation
 *County Clerk Vital Statistics
 County Judge and Commissioners
 *District Clerk Records
 Management and Preservation
 District Clerk's Office
 *District Court Records Archives
 Domestic Relations
 *Election Contract Service
 *Election Fund – Chapter 19
 Elections
 Facilities Management and
 Maintenance Accounts
 Family and Community Services
 Friends of the Lake Account
 General and Administrative Account
 Grant Matches and Transfers Out
 Human Resources
 Human Resources – EHN Contract
 Information Technology
 Mission Valley Annex
 Northeast Annex
 Parking Garage Maintenance and
 Operations
 Project Future - EPWBA
 Purchasing
 *Records Management and
 Preservation Fund
 *Road and Bridge Administration
 Tax Office
 *Tax Office Discretionary Fund
 Youth Services Center
 Ysleta Annex

Culture and Recreation

Agua Dulce Community Center
 Ascarate Golf Course
 Ascarate Regional County Park
 *Coliseum Tourist Promotion
 *County Law Library
 *County Tourist Promotion
 Fabens Community Center
 Rural Parks
 Sportspark
 Swimming Pools

Public Works

Fabens Airport
 *Road and Bridge Storm Water Outreach
 Transportation tree fund

Health and Welfare

Animal Control
 Burials
 Child Welfare - Legal Fees
 *Child Welfare Juror Donations
 County Child Welfare
 Emergence Health Network
 *Family Protection Fund
 General Assistance
 Medical Examiner
 Medical Examiner - Maintenance
 Mental Health
 Mental Health Support Services
 Nutrition Administration
 *Project Care Gas, Electric, & Water
 Public Health Services
 Sewage Inspectors
 Veterans Assistance
 Workers Compensation



Public Safety

Ambulance Services
 Bail Bond Board
 *Commissary Inmate Profit Fund
 Constable Precincts 1-7
 County Sheriff CID Enforcement
 County Sheriff – Courthouse Security
 County Sheriff – Detention Facility
 County Sheriff – Jail Annex
 County Sheriff – Law Enforcement
 County Sheriff – Patrol
 *Courthouse Security Fund
 Emergency Management
 JPD Community Based
 *Justice Court Security Fund
 *JPD Supervision and
 JPD Juror Donations
 Juvenile Probation Administration
 Juvenile Probation Challenge
 Juvenile Probation Detainee
 Juvenile Probation Detention
 Juvenile Probation Interest Revenue
 Juvenile Probation Kitchen
 *Juvenile Probation National School Program
 *Sheriff LEOSE
 *Sheriff State Forfeiture, Sheriff Asset,
 and Sheriff Justice Forfeiture
 Sheriff Trainee Backfill Account
 Sheriff's Auction Proceeds
 Sheriff's Training Academy
 West Texas Community Supervision and
 Corrections

Administration of Justice

6th Administrative Judicial District
 8th Court of Appeals
 *384th District Drug Court, District
 Attorney 10% Fund, and County
 Criminal Court 2 DWI Accounts
 *Alternative Dispute Resolution Center
 Associate Courts 1 – 4, Associate CPS
 Court, and Protective Order Court
 Council of Judges Administration
 County Attorney
 *County Attorney Bad Check
 Operations Fund
 *County Attorney Commissions Fund
 County Attorney Emergence
 Health Network
 County Attorney RETGH Legal -
 (University Medical Center) UMC
 *County Attorney Supplement Fund
 County Attorney Teen Court
 Coordinator 1 & 2
 County Court at Law Administration
 County Court at Law Judges Salary
 Account
 County Courts at Law 1 - 7
 County Criminal Courts at Law 1 – 4
 County Criminal Magistrate Judges
 Account
 *County District Courts Technology Fund
 *County Graffiti Eradication
 *Court Initiated Guardianship Fund
 *Court Records Preservation Fund
 *Court Reporter Service Fund
 Criminal Law Magistrate I
 DIMS Magistrate
 District Attorney
 *District Attorney Apportionment
 Supplement
 *District Attorney Federal Asset Sharing
 *District Attorney Food Stamp Fraud
 *District Attorney Special Account
 District Courts &
 Criminal District Court No. 1
 District Judges Salary Supplement
 Account
 *DWI Drug Courts
 Indigent Defense
 *Justice Court Technology Fund
 Justices of the Peace (8)
 *Juvenile Case Manager Fund
 Juvenile Court Referees 1 - 2
 Probate Courts 1 – 2
 *Probate Judiciary Support
 *Probate Travel Account
 Public Defender
 *Teen Court

Resource Development

*El Paso Housing Finance Corporation
 Infrastructure Development
 Texas Agri-Life Extension
 Economic Development

Note: Departments with an “*” are classified as part of the Special Revenue Fund. All others, with the exception of the East Montana Water Project which is an Enterprise Fund, are part of the General Fund.

DIRECTORY OF PRINCIPAL OFFICES

COUNCIL OF JUDGES

| | |
|--|--|
| Local Administrative Judge, County Criminal Court 1, Alma Trejo, Judge | Room 705, County Courthouse Bldg, (915) 834-8241 |
| 34th Judicial District, William E. Moody, District Judge | Room 905, County Courthouse Bldg, (915) 546-2101 |
| 41st Judicial District, Annabell Perez, District Judge | Room 1006, County Courthouse Bldg, (915)546-2149 |
| 65th Judicial District, Yahara Lisa Gutierrez, District Judge | Room 1105, County Courthouse Bldg, (915) 546-2102 |
| 65th Judicial District, Jose M. Gonzalez, District Judge | Room 1003, County Courthouse Bldg, (915) 543-3859 |
| 120th Judicial District, Maria Salas-Mendoza, District Judge * | Room 605, County Courthouse Bldg, (915) 546-2103 |
| 168th Judicial District, Marcos Lizarraga, District Judge | Room 602, County Courthouse Bldg, (915) 546-2141 |
| 171st Judicial District, Bonnie Rangel, District Judge | Room 601, County Courthouse Bldg, (915) 546-2100 |
| 205th Judicial District, Francisco Dominguez, District Judge | Room 1002, County Courthouse Bldg, (915) 546-2107 |
| 210th Judicial District, Gonzalo Garcia, District Judge | Room 1005, County Courthouse Bldg, (915) 546-2130 |
| 243rd Judicial District, Luis Aguilar, District Judge | Room 901, County Courthouse Bldg, (915) 546-2168 |
| 327th Judicial District, Linda Y. Chew, District Judge | Room 606, County Courthouse Bldg, (915) 546-2032 |
| 346th Judicial District, Angie Juarez Barill, District Judge | Room 701, County Courthouse Bldg, (915) 546-2119 |
| 383rd Judicial District, Mike Herrera, District Judge | Room 1101, County Courthouse Bldg, (915) 546-2132 |
| 384th Judicial District, Patrick M. Garcia | Room 906, County Courthouse Bldg, (915) 546-2134 |
| 388th Judicial District, Laura Strathmann, District Judge | Room 902, County Courthouse Bldg, (915) 543-3850 |
| 409th Judicial District, Sam Medrano, Jr., District Judge | Room 459, County Courthouse Bldg, (915) 834-8209 |
| 448th Judicial District, Sergio Enriquez, District Judge | Room 404, County Courthouse Bldg, (915) 543-3893 |
| Associate Family Court 1, Reed Leverton, Associate Judge | Room 1103, County Courthouse Bldg, (915) 543-3859 |
| Associate Family Court 2, Karen Pelletier, Associate Judge | Room 1102, County Courthouse Bldg, (915) 543-3871 |
| Associate Family Court 4, Jesus Rodriguez, Associate Judge | Room 1103, County Courthouse Bldg, (915) 543-3824 |
| County Court at Law Number 1, Ricardo 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, Carlos Villa, 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, Thomas A. Spieczny, Judge | Room 1201, County Courthouse Bldg, (915) 543-3877 |
| County Criminal Court 2, Robert Anchondo, Judge | Room 704, County Courthouse Bldg, (915) 834-8232 |
| County Criminal Court 3, Carlos Carrasco, Judge | Room 413, County Courthouse Bldg, (915) 834-8240 |
| County Criminal Court 4, Jesus R. Herrera, Judge | Room 702, County Courthouse Bldg, (915) 834-8248 |
| County Criminal District Court No. 1, Diane Navarette, Judge | Room 469, County Courthouse Bldg, (915) 546-8192 |
| County Probate Court No. 1, Patricia B. Chew, Judge | Room 803, County Courthouse Bldg, (915) 546-2161 |
| County Probate Court No. 2, Eduardo A. Gamboa, Judge | Room 422, County Courthouse Bldg, (915) 546-8183 |
| Juvenile Court Referee 1, Richard L. Ainsa, Judge | 6400 Delta, Juvenile Probation Bldg, (915) 849-2560 |
| Juvenile Court Referee 2, Maria T. Leyva-Ligon, Judge | 6400 Delta, Juvenile Probation Bldg, (915) 849-2560 |
| Magistrate I, Penny Hamilton, Judge ** | 600 E Overland, Municipal Court Bldg, (915) 546-2077 |
| Magistrate I, Humberto Acosta, Judge | 600 E Overland, Municipal Court Bldg, (915) 546-2077 |
| Magistrate I, James Callan, Judge | 600 E Overland, Municipal Court Bldg, (915) 546-2077 |
| Magistrate I, Sheldon Myers, Judge | 600 E Overland Municipal Court Bldg, (915) 546-2077 |

*Local District Administrative Judge ** Presiding Magistrate Judge

OTHER PRINCIPAL OFFICES

| | |
|---|---|
| Budget Executive Director, Wallace Hardgrove | Room 302B, County Courthouse Bldg, (915) 546-2262 |
| Chief Administrator, Betsy C. Keller | Room 302A, County Courthouse Bldg, (915) 546-2215 |
| Chief Human Resources Officer, Melissa Carrillo | Room 223, County Administration Off, (915) 546-2218 |
| County Attorney, Jo Anne Bernal | Room 503, County Courthouse Bldg, (915) 546-2050 |
| County Auditor, Edward A. Dion | Room 406, County Administration Off, (915) 546-2040 |
| County Clerk, Delia Briones | Room 105, County Courthouse Bldg, (915) 546-2071 |
| County Purchasing Agent, Jose Lopez (Interim) | Room 300, County Administration Off, (915) 546-2048 |
| County Sheriff, Richard Wiles | 3850 Justice Drive, Headquarters (915) 538-2292 |
| County Tax Assessor and Collector, Ruben Gonzalez | 301 Manny Martinez Dr., 1 st Floor, (915) 771-2300 |
| District Attorney, Jaime E. Esparza | Room 201, County Courthouse Bldg, (915) 546-2059 |
| District Clerk, Norma Favela | Room 103, County Courthouse Bldg, (915) 546-2021 |
| Public Defender, Jaime Gandara | Room 501, County Courthouse Bldg, (915) 546-8185 |

ALL FUND TYPES

OPERATING BUDGET COMPARISON WITH FISCAL YEAR 2015 ACTUALS

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

| PROGRAM | FY 2015 Actuals | Operating Budgets | | Changes | |
|--|----------------------|----------------------|----------------------|------------------------|-----------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Revenues (Sources): | | | | | |
| Taxes | \$217,743,666 | \$221,027,573 | \$227,548,827 | \$6,521,254 | 2.95% |
| Licenses and Permits | 257,051 | 245,000 | 257,500 | 12,500 | 5.10% |
| Intergovernmental | 26,675,411 | 25,735,741 | 6,780,591 | (18,955,150) | (73.65%) |
| Charges for Services | 56,500,268 | 55,150,467 | 58,001,480 | 2,851,013 | 5.17% |
| Fines and Forfeits | 5,351,000 | 5,273,000 | 5,698,480 | 425,480 | 8.07% |
| Interest | 283,835 | 158,117 | 548,023 | 389,906 | 246.59% |
| Miscellaneous Revenues | 4,650,783 | 4,488,468 | 3,057,820 | (1,430,648) | (31.87%) |
| Other Financing Sources | 36,579,332 | 112,002,703 | 6,191,176 | (105,811,527) | (94.47%) |
| Total Revenues and Other Financing Sources | \$348,041,346 | \$424,081,069 | \$308,083,897 | (\$115,997,172) | (27.35%) |
| Beginning Fund Balances and Retained Earnings | 179,327,853 | 158,831,391 | 161,507,964 | 2,676,573 | 1.69% |
| Total Available Resources | \$527,369,199 | \$582,912,460 | \$469,591,861 | (\$113,320,599) | (19.44%) |
| Appropriations/Expenditures (Uses): | | | | | |
| General Government | 47,427,628 | 68,184,695 | 108,659,035 | 40,474,340 | 59.36% |
| Administration of Justice | 59,924,872 | 70,088,504 | 64,942,274 | (5,146,230) | (7.34%) |
| Public Safety | 130,164,569 | 125,541,074 | 123,934,136 | (1,606,938) | (1.28%) |
| Health and Welfare | 12,190,084 | 12,475,275 | 7,110,410 | (5,364,865) | (43.00%) |
| Community Services | 1,986,998 | 1,423,113 | | | (100.00%) |
| Resource Development | 338,783 | 610,033 | 1,159,674 | 549,641 | 90.10% |
| Culture and Recreation | 7,203,650 | 9,126,043 | 10,017,312 | 891,269 | 9.77% |
| Public Works | 13,584,764 | 19,874,222 | 18,486,739 | (1,387,483) | (6.98%) |
| Capital Outlays | 38,943,406 | 13,918,614 | 12,677,872 | (1,240,742) | (8.91%) |
| Debt Service: | | | | | |
| Principal | 10,320,000 | 12,111,000 | 12,519,120 | 408,120 | 3.37% |
| Interest | 10,094,240 | 8,609,231 | 8,266,468 | (342,763) | (3.98%) |
| Other Debt Related Costs | 326,936 | 97,189,765 | | (97,189,765) | (100.00%) |
| Other Financing Uses | 35,758,304 | 10,805,898 | 9,694,068 | (1,111,830) | (10.29%) |
| Total Appropriations Expenditures and Other Financing Uses | \$368,264,234 | \$449,957,467 | \$377,467,108 | (\$72,490,359) | (16.11%) |
| Prior Period Adjustment | 358,423 | | | | |
| Encumbrances | | 20,144,079 | 7,080,305 | (13,063,774) | (64.85%) |
| Retained Earnings | | 8,892,906 | 7,605,848 | (1,287,058) | (14.47%) |
| Net Income | (225,020) | | | | |
| Ending Fund Balances | 158,697,988 | 112,810,914 | 85,044,418 | (27,766,496) | (24.61%) |
| Total Fund Balances and Retained Earnings | \$158,831,391 | \$112,810,914 | \$85,044,448 | (\$27,766,466) | (24.61%) |
| Total Expenditures, Appropriations, Fund Balances and Retained Earnings | \$527,095,625 | \$582,912,460 | \$469,591,831 | (\$113,320,629) | (19.44%) |

ALL FUND TYPES

OPERATING BUDGET FISCAL YEAR 2017 BY FUND

| | GENERAL FUND | SPECIAL REVENUE | GRANTS | DEBT SERVICE | CAPITAL PROJECTS | ENTERPRISE FUND | GRAND TOTAL |
|--|----------------------|---------------------|--------------------|---------------------|---------------------|---------------------|----------------------|
| Revenues (Sources): | | | | | | | |
| Taxes | \$203,846,586 | \$3,750,000 | | \$19,952,241 | | | \$227,548,827 |
| Licenses and Permits | 257,500 | | | | | | 257,500 |
| Intergovernmental | 5,554,966 | 1,225,625 | | | | | 6,780,591 |
| Charges for Services | 39,436,043 | 17,864,499 | | | | \$700,938 | 58,001,480 |
| Fines and Forfeits | 5,363,450 | 335,000 | | | | | 5,698,450 |
| Interest | 365,000 | 71,380 | | | \$104,715 | 6,928 | 548,023 |
| Miscellaneous Revenues | 925,706 | 1,007,500 | | | 72,500 | 1,052,114 | 3,057,820 |
| Other Financing Sources | 1,129,728 | 1,174,058 | | | 3,887,390 | | 6,191,176 |
| Total Revenues and Other Financing Sources | \$256,878,979 | \$25,428,062 | \$ - | \$19,952,241 | \$4,064,605 | \$1,759,980 | \$308,083,867 |
| Beginning Fund Balances and Retained Earnings | 76,520,968 | 25,223,151 | 3,327,022 | 648,923 | 45,547,563 | 10,240,337 | 161,507,964 |
| Total Available Resources | \$333,399,947 | \$50,651,213 | \$3,327,022 | \$20,601,164 | \$49,612,168 | \$12,000,317 | \$469,591,831 |
| Appropriations/Expenditures (Uses): | | | | | | | |
| General Government | \$103,063,159 | \$5,595,876 | | | | | \$108,659,035 |
| Administration of Justice | 62,444,948 | 2,497,326 | | | | | 64,942,274 |
| Public Safety | 121,792,923 | 2,141,213 | | | | | 123,934,136 |
| Health and Welfare | 6,902,114 | 208,296 | | | | | 7,110,410 |
| Community Services | | | | | | | |
| Resource Development | 1,108,334 | 51,340 | | | | | 1,159,674 |
| Culture and Recreation | 5,629,511 | 4,387,801 | | | | | 10,017,312 |
| Public Works | 885,088 | 16,115,232 | | | | \$1,486,419 | 18,486,739 |
| Capital Outlays | 4,971,924 | 1,924,075 | | | \$4,064,605 | 1,717,268 | 12,677,872 |
| Debt Service: | | | | | | | |
| Principal | | | | \$12,385,000 | | 134,120 | 12,519,120 |
| Interest | | | | 8,209,806 | | 56,662 | 8,266,468 |
| Other Debt Related Costs | | | | | | | |
| Other Financing Uses | 7,380,970 | 2,313,098 | | | | | 9,694,068 |
| Total Appropriations Expenditures and Other Financing Uses | \$314,178,971 | \$35,234,257 | \$ - | \$20,594,806 | \$4,064,605 | \$3,394,469 | \$377,467,108 |
| Prior Period Adjustment | | | | | | | |
| Encumbrances | 1,610,231 | 967,275 | | | 4,502,799 | | 7,080,305 |
| Retained Earnings | | | | | | | |
| Net Income | | | | | | 8,605,848 | 8,605,848 |
| Ending Fund Balances | 17,610,745 | 14,449,681 | 3,327,022 | 6,358 | 41,044,764 | | 76,438,570 |
| Total Expenditures, Appropriations, Fund Balances and Retained Earnings | \$333,399,947 | \$50,651,213 | \$3,327,022 | \$20,601,164 | \$49,612,168 | \$8,605,848 | \$466,197,362 |

*Note: Comparative program summary totals included within this document were compiled at the department level and may differ from expenditure category totals above.

SUMMARY OF BUDGETED INTER-FUND TRANSFERS

Inter-fund transfers represent a shift of funds from one fund to another to provide alternative funding sources. The majority of transfers pertain to County matching of funds for federal and state grants. As shown below, the amount to be transferred into the Capital Projects Fund from the General Fund Account is the largest transfer for 2017.

| Fund From/To | Title of Program | Transfers Out | Transfers In | Description of Difference |
|--------------|---|---------------|--------------|---|
| GF/SG | From General Fund Match Account to Access and Visitation Program | \$8,840 | | Transfer in will be set up at time of grant award |
| GF/SG | From General Fund Match Account to Child Protective Services Match | 878,299 | | Transfer in will be set up at time of grant award |
| SR/SR | From Coliseum to County Tourist Promotion Fund | 1,579,278 | \$1,174,058 | Transfer in will be modified during fiscal year |
| SR/GF | From Special Revenue Court Reporter Fund to General Fund | 343,820 | 343,820 | Transfer in will be modified during fiscal year as needed |
| GF/SG | From General Fund Match Account to D.A.- DIMS Project | 408,217 | | Transfer in will be set up at time of grant award |
| GF/SG | From General Fund Match Account to Domestic Violence Match | 131,045 | | Transfer in will be set up at time of grant award |
| GF/DS | From General Fund Excess Sales Tax to Debt Service if applicable | 500,000 | | Transfer will be set up if applicable |
| GF/SG | From General Fund Match Account to El Paso County Mobility Projects | 100,000 | | Transfer in will be set up at time of grant award |
| GF/SG | From General Fund Match Account to various Grants as awarded | 322,360 | | Transfer in will be set up at time of grant award |
| GF/CP | From General Fund Small Capital to Capital Project Fund based on adopted policy to transfer out the value of one cent in maintenance and operating taxes. | \$ 3,887,390 | \$ 3,887,390 | Transfer in will be modified during fiscal year as needed |

SUMMARY OF BUDGETED INTER-FUND TRANSFERS

| Fund From/To | Title of Program | Transfers Out | Transfers In | Description of Difference |
|--------------------|---|--------------------|--------------------|--|
| SR/GF | From Juvenile Case Manager Fund to General Fund | \$205,000 | \$202,649 | Transfer in will be modified during fiscal year |
| GF/SG | From General Fund Match Account to Nutrition Program Match | 150,000 | | Transfer in will be set up at time of grant award |
| GF/SG | From General Fund Match Account to Protective Order Match | 109,980 | | Transfer in will be set up at time of grant award |
| GF/SG | From General Fund Match Account to Public Defender Expansion Match | 567,586 | | Transfer in will be set up at time of grant award |
| GF/SG | From General Fund Match Account to Rural Transit Assistance Match | 100,000 | | Transfer in will be set up at time of grant award |
| SR/GF | From Special Revenue Courthouse Security Fund to General Fund | 333,259 | 185,000 | Transfer in will be modified during fiscal year |
| GF/SG | From General Fund Match Account to Sheriff- Crime Victim Services Match | 31,097 | | Transfer in will be set up at time of grant award |
| GF/SG | From General Fund Match Account to Sheriff- Victims of Crimes Act Match | 31,891 | | Transfer in will be set up at time of grant award |
| GF/SG | From General Fund Match Account to Victim/Witness Services Match- DA | 154,265 | | Transfer in will be set up at time of grant award |
| SG/GF | Transfer from various grants to General Fund for excess funds | | 250,000 | Transfer out will be set up at time of grant excess transfer |
| GRAND TOTAL | | \$9,842,327 | \$6,042,917 | \$3,799,410 |

For fiscal year 2017, the difference between Transfers Out and Transfers In is \$3,799,410. The majority of the change relates to Transfers In that will be set up at time of the grant award.



Revenues



ALL FUND TYPES

BUDGET REVENUE COMPARISON WITH FISCAL YEAR 2015 ACTUALS

| PROGRAM | FY 2015 Actuals | Operating Budgets | | Changes | |
|---|----------------------|-------------------------|-------------------------|------------------------|-----------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Revenues (Sources): | | | | | |
| Taxes | \$217,743,666 | \$221,027,573 | \$227,548,827 | \$6,521,254 | 2.95% |
| Licenses and Permits | 257,051 | 245,000 | 257,500 | 12,500 | 5.10% |
| Intergovernmental | 26,675,411 | 25,735,741 | 6,780,591 | (18,955,150) | (73.65%) |
| Charges for Services | 56,500,268 | 55,150,467 | 58,001,480 | 2,851,013 | 5.17% |
| Fines and Forfeits | 5,351,000 | 5,273,000 | 5,698,450 | 425,450 | 8.07% |
| Interest | 283,835 | 158,117 | 548,023 | 389,906 | 246.59% |
| Miscellaneous Revenues | 4,650,783 | 4,488,468 | 3,057,820 | (1,430,648) | (31.87%) |
| Other Financing Sources | 36,579,332 | 112,002,703 | 6,191,176 | (105,811,527) | (94.47%) |
| Total Revenues and Other Financing Sources | \$348,041,346 | \$424,081,069 | \$308,083,867 | (\$115,997,202) | (27.35%) |
| Residual Equity Transfers-In | | | | | |
| Beginning Fund Balances | 179,327,853 | 158,831,391 | 161,507,964 | 2,676,573 | 1.69% |
| Total Available Resources | \$527,369,199 | \$582,912,460 | \$469,591,831 | (\$113,320,629) | (19.44%) |

METHODOLOGIES USED TO ESTIMATE REVENUES

During the second half of each fiscal year, the County Auditor and his staff project revenues for the next two fiscal years. The most commonly used methodologies for estimating the County of El Paso's revenues are the following:

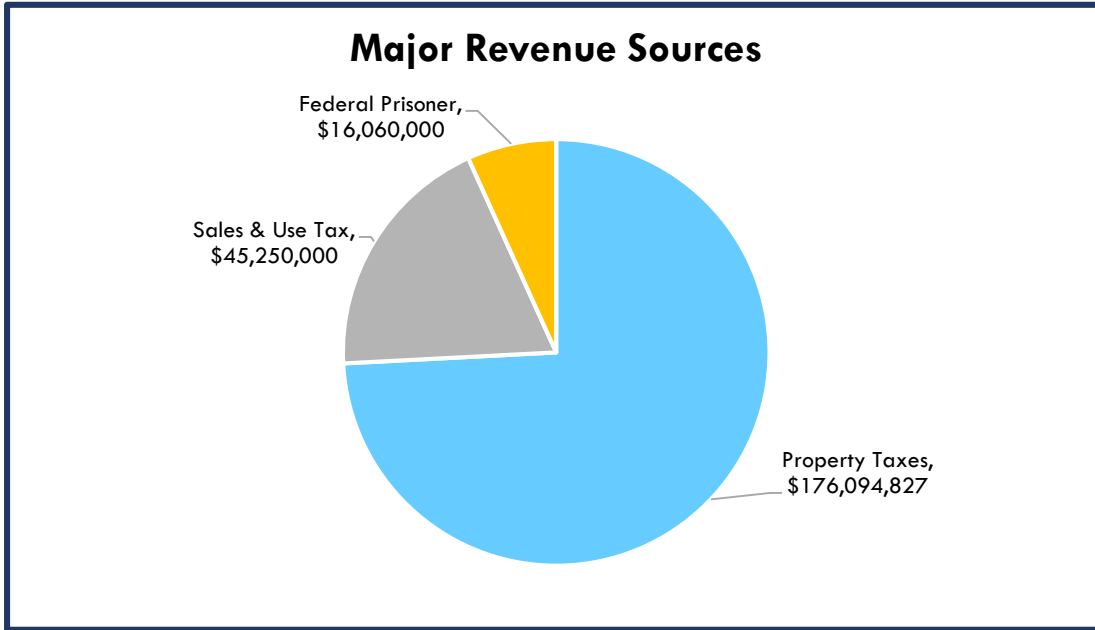
- 1) Time series techniques: moving averages and historical revenue trends;
- 2) Informed/expert judgment: advice of department heads, such as the County Auditor or the Chief Juvenile Probation Officer; and
- 3) Statutory provisions and limitations: Truth in Taxation Guidelines for the State of Texas and Local Government Code.

The County of El Paso's revenue sources are classified into one of eight categories: Charges for Services, Fines and Forfeits, Interest, Intergovernmental, Licenses and Permits, Miscellaneous, Other Financing Sources, and Tax Revenues. For fiscal year 2017, total budgeted revenues are \$308,083,867 which represent a decrease of \$115,997,202, or 27.35%, from budgeted revenues for fiscal year 2016. Details of this change are discussed below.

OVERVIEW AND DESCRIPTION OF MAJOR REVENUE SOURCES

MAJOR REVENUE SOURCES

As discussed above, there are numerous revenue sources for the County of El Paso. However, the revenue sources shown on the graph below add up to \$237,404,827, or 77.06% of total revenues of all appropriated funds. Therefore, these three revenue sources represent the County’s major sources of revenue for fiscal year 2017.



(1) Property Taxes—57.16% of All Budgeted Revenues

The Property Taxes revenue category for the County of El Paso has four components, as shown in the table below. **In the aggregate, these four components represent the main revenue source for the County.**

| REVENUE SOURCE | Fiscal Year 2015 Actuals | Operating Budgets | | Changes | |
|--------------------------|--------------------------------|-------------------------|-------------------------|--------------------|--------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Current Taxes | \$165,871,333 | \$170,049,403 | \$173,739,731 | \$3,690,328 | 2.17% |
| Excess Property Taxes | 118,619 | 100,000 | 115,000 | 15,000 | 15.00% |
| Delinquent Taxes | 1,085,468 | 1,500,001 | 1,534,554 | 34,553 | 2.30% |
| Penalties & Interest | 819,581 | 689,655 | 705,542 | 15,887 | 2.30% |
| TOTALS | \$167,895,001 | \$172,339,059 | \$176,094,827 | \$3,755,768 | 2.18% |

OVERVIEW AND DESCRIPTION OF MAJOR REVENUE SOURCES

(1) Property Taxes, Continued

Methodology Used to Project Revenue: Truth in Taxation Guidelines for the State of Texas are used to calculate the property tax rate each year. Revenue projections are based on the adopted tax rate and on historical calculation trends which show that about 99.77% of the property tax levy will be collected. Property valuations, as determined by the Central Appraisal District, also have an impact on projected tax revenues.

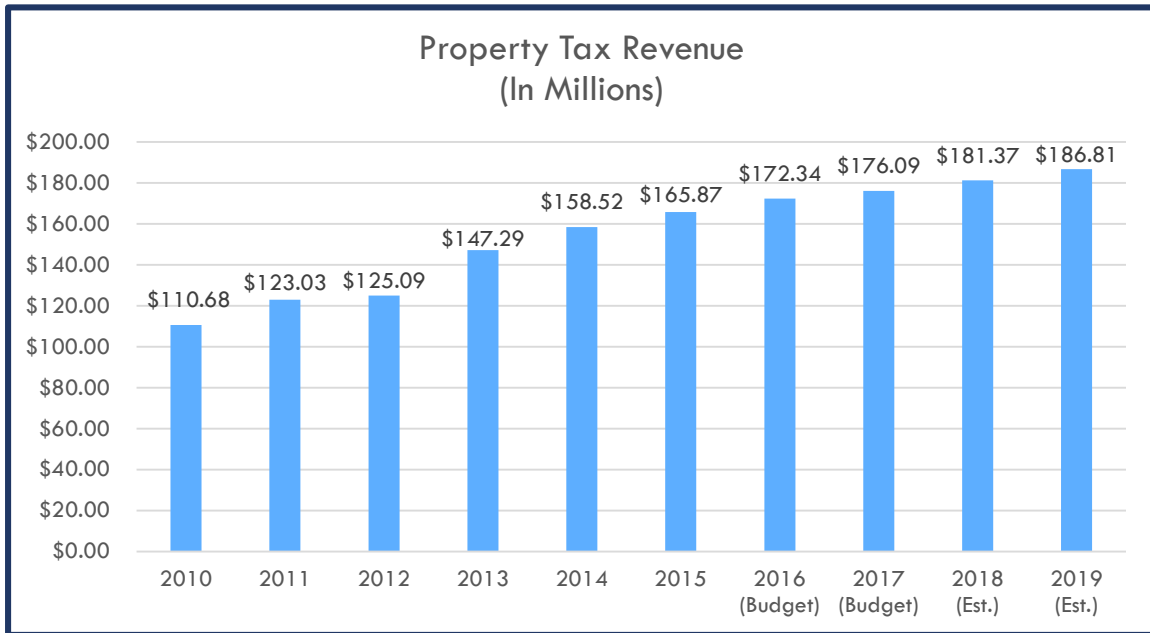
For fiscal year 2017, the Commissioners Court adopted a rate of \$0.452694. That decision was based on information provided to the Court by the County Auditor regarding fund balance levels and revenue and expenditure projections. Since Property Taxes are the primary revenue source for the County, the effect of the Court's decision was mainly reflected in budgeted revenues from this source.

Other Information: For fiscal year 2017, Commissioners Court adopted a maintenance and operations ad valorem tax rate of \$0.401487 per \$100 valuation. The maintenance and operations component of the tax rate is set at the discretion of the Court and is influenced by the desired spending level of operations and services. Any maintenance and operations rate above the lower of the effective or rollback rates may trigger a possible rollback election. The other component of the property tax rate is used to make principal and interest payments on the County's outstanding debt during the fiscal year and is, therefore, not flexible. For fiscal year 2017, the principal and interest tax rate is \$0.051207 per \$100 valuation. As shown on the table on the previous page, fiscal year 2017 budgeted revenues from Current Taxes is projected at \$3.8 million over budget figures for fiscal year 2016. That increase of 2.18% was a direct consequence of the tax rate and property values. The increase in delinquent property taxes of \$34,553 or 2.30%, results from an increase in the number of taxpayers who cannot pay their tax bills in a timely manner.

The Future: In a non-appraisal year, the County can historically expect to see an increase of 1.0%-2.0% in property tax revenues over the previous year. However, during an appraisal year, when property values will most likely increase, the anticipated increase in property tax revenues is closer to 3%, which is the basis for revenue estimates for fiscal years 2018 (next appraisal year) and 2019. The graph on the next page shows the upward trend exhibited by actual property tax collections for the fiscal period 2010 through 2015. In the past, these increases have allowed the County to maintain the current level of services for most departments, as well as provided funding for various projects, such as the County space plan and upgrades to County equipment, to keep pace with technology.

OVERVIEW AND DESCRIPTION OF MAJOR REVENUE SOURCES

(1) Property Taxes, Continued



As the County's population growth continues, the demand for services will also increase. Based on the need to meet those demands, the County may need to adjust its tax rate accordingly. The tax rate approved by Commissioners Court meets the community's demands which are increasing, while other revenue sources are holding steady. Regardless of what future property tax collections are, this is going to remain the most important revenue source for the County of El Paso.

(2) Sales and Use Taxes—14.69% of All Budgeted Revenues

Sales and use taxes represent the second largest source of County revenue and are the only substantial elastic revenue source.

| REVENUE SOURCE | FY2015 Actuals | Operating Budgets | | Changes | |
|-------------------|----------------|----------------------|----------------------|-------------|-------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Sales and Use Tax | \$43,869,733 | \$43,036,514 | \$45,250,000 | \$2,213,486 | 5.14% |

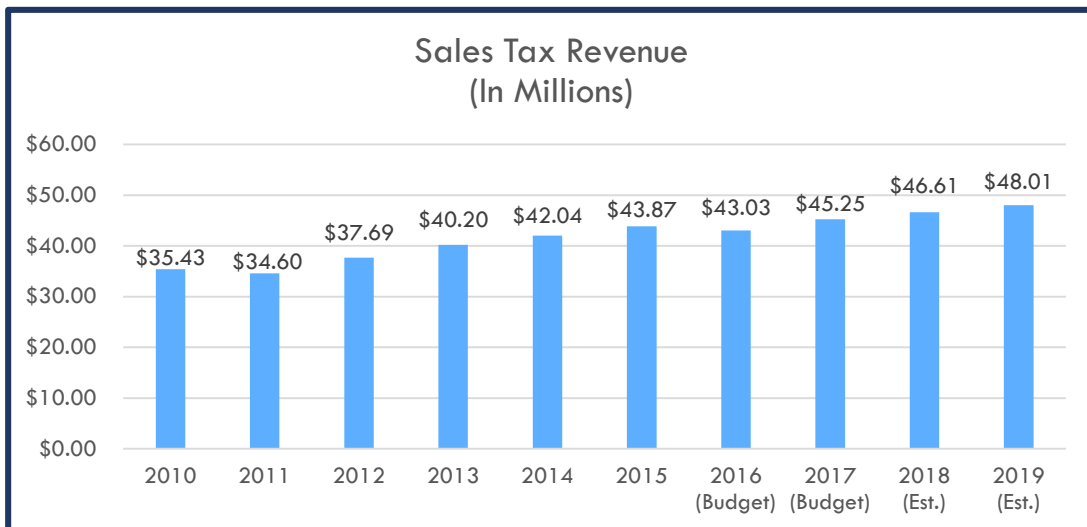
Methodology Used to Project Revenue: Historical revenue trends are the best tool available for projecting Sales and Use Tax revenues. This type of revenue is tied to El Paso's border economy and is anticipated to increase as the economy improves and the population growth continues. The Sales and Use Tax has shown steady growth and has an estimated projected increase of 5.14% or \$2.2 million for fiscal year 2017. This revenue source is closely tied to consumer spending and continues to rebound.

OVERVIEW AND DESCRIPTION OF MAJOR REVENUE SOURCES

(2) Sales and Use Taxes, Continued

Other Information: A sales tax of 0.5%, which is collected by the State of Texas, was approved by voters in El Paso County and went into effect on January 1, 1988. This tax is imposed on the value of taxable items sold and is collected by the State and redistributed to the County. When the local portion of the sales tax is redistributed, it goes to fund operations and allows the County to lessen the tax burden placed on taxpayers by not having to increase the property tax rate.

The Future: As actual revenues are expected to come in around \$43 million in FY16, fiscal year 2017 is expected to continue the upward trend. Accordingly, revenue for fiscal years 2018 and 2019 are estimated conservatively at \$46.61 and \$48.01 million respectively. A graphic representation of revenue trend collections from this source is presented below.



Another factor to keep an eye on is the local unemployment rate, which generally affects the amount of disposable income available for spending by the consumer. The unemployment rate was as high as 9.3% in 2011 but has gradually decreased to 4.4% at the end of April 2015. Additionally, the unemployment rate for the State of Texas dropped down to 4.2% and the nationwide level dropped to 4.9% at the end of April 2015. Just like with property tax collections, population growth in the County of El Paso is also expected to impact actual sales and use tax collections.

(3) Federal Prisoner Revenue—5.21% of All Budgeted Revenues

The County's third major revenue source is related to the housing of prisoners for whom the County of El Paso is not financially responsible. Those inmates are housed in the County's two detention facilities on behalf of federal government agencies, such as the US Marshals Service, and the City of El Paso. The table on the next page shows actual Federal Prisoner Revenue collections for the fiscal year ended September 2015 as well as budget figures for fiscal years 2016 and 2017.

OVERVIEW AND DESCRIPTION OF MAJOR REVENUE SOURCES

(3) Federal Prisoner Revenue, Continued

| REVENUE SOURCE | Fiscal Year 2015 Actuals | Operating Budgets | | Changes | |
|--------------------------|--------------------------------|-------------------------|-------------------------|-----------|-------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Federal Prisoner Revenue | \$14,503,860 | \$15,512,500 | \$16,060,000 | \$547,500 | 3.53% |

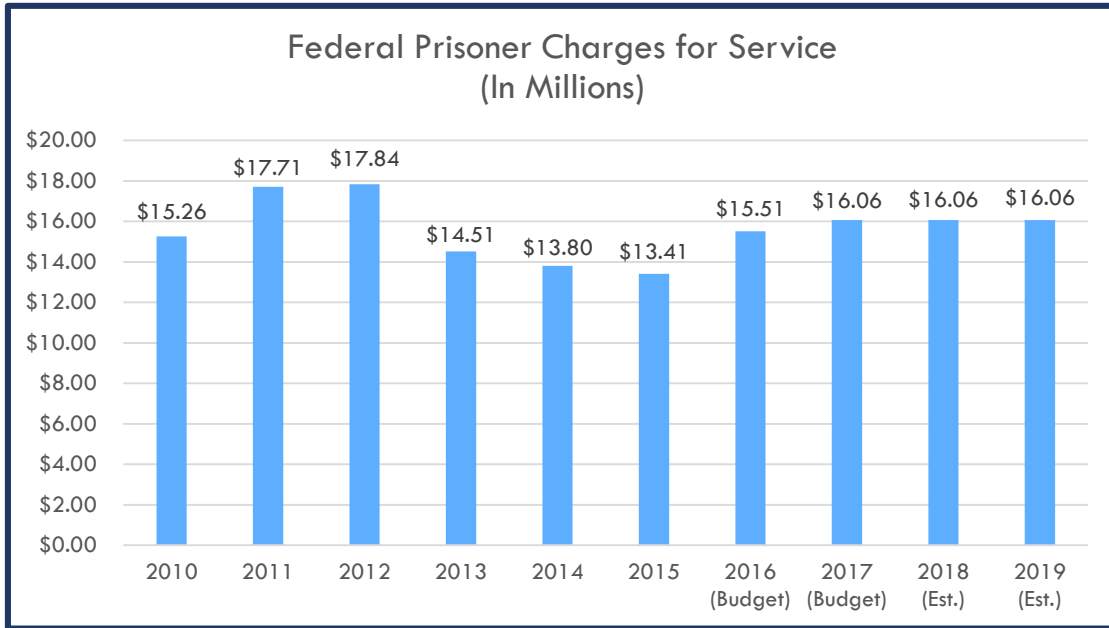
Methodology Used to Project Revenue: Revenues received for this category are projected based on historical trends which are in turn based on jail population trends. Even though the number of County prisoners will obviously limit the number of federal prisoners that can be housed in our jails, the agreement with the federal government the County is contractually obligated to guarantee 500 inmate beds for the federal government which have historically been occupied but may not always be. Phase II of the Jail Annex expansion are in the works for new construction and expansion for detention (432 additional beds) with the possibility that this may also lead to an possible increase in federal prisoner revenues received in the future. A feasibility review regarding the continues housing of federal prisoners in the future in planned to be undertaken during FY 2017 and is linked to the Courts top priorities as well.

Other Information: Starting in December of fiscal year 2016 the reimbursement increased from \$70 to \$80 per day for each inmate housed. The graph on the following page shows revenues received from this source for fiscal years 2010 through 2015 as well as budgeted and/or estimated revenues for fiscal years 2016 through 2019.

The decrease in Federal Prisoner Revenue received in fiscal year 2013 through 2015 was due to the fact that a new detention facility opened in southern New Mexico, thus reducing the number of prisoners sent to the County of El Paso's detention facilities. However, the new facility's rates were not as advantageous as housing those inmates in El Paso's facilities, and the federal government decided it was more reasonable to house prisoners to El Paso County rather than taking them to Otero County, New Mexico. Another factor contributing to a decrease in Federal Prisoner Revenue is the County's obligation to house prisoners with non-adjudicated State charges. Because of that obligation, the County may occasionally be forced to actually limit the number of inmates facing federal charges to 500 so as to make a bed available for the State prisoner. The steady growth in revenue from 2010 to 2012 is attributed to a large increase in the actual population trends. For fiscal years 2018 and 2019, Federal Prisoner Revenue is budgeted/estimated conservatively since the number of inmates facing federal charges fluctuates and because the federal government does not guarantee that a set number of prisoners will be sent to detention facilities in the County of El Paso.

OVERVIEW AND DESCRIPTION OF MAJOR REVENUE SOURCES

(3) Federal Prisoner Revenue, Continued



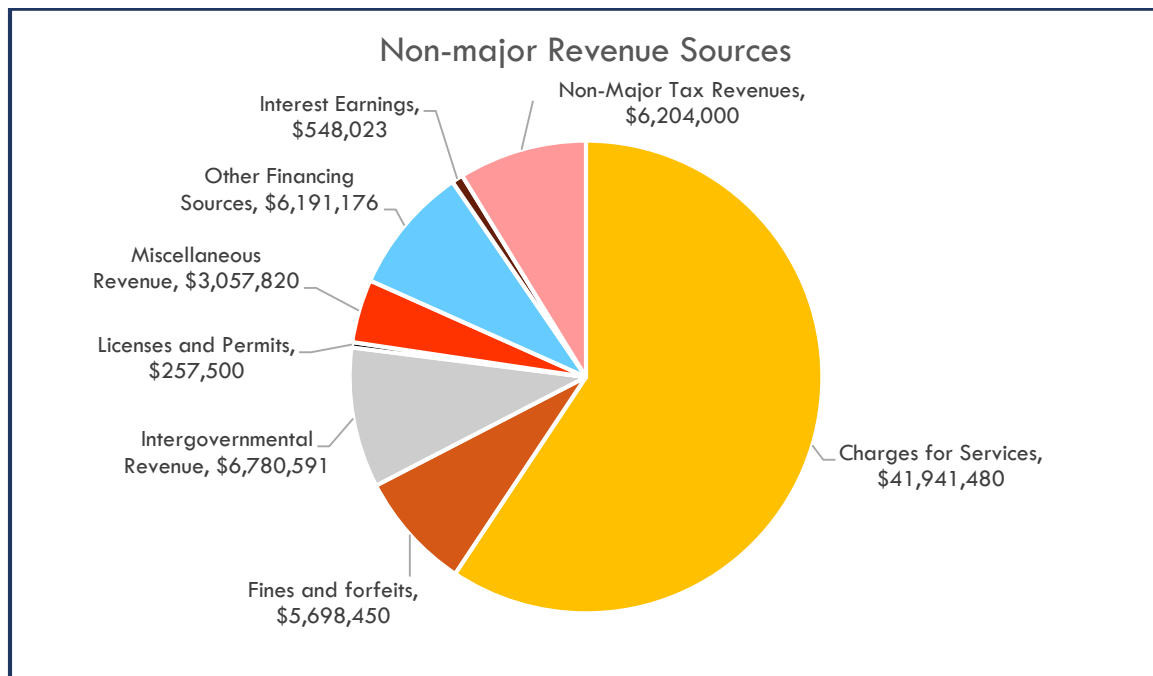
The Future: As the future feasibility study is undertaken and completed the County will decide whether to continue this service. Another significant undertaking this fiscal year is also the one year start of 24/7 jail magistration services and a new consolidated pre-trial and Criminal Justice Coordination effort with the County Judicial and Jail systems. As average daily prisoners population trends evolve this may also affect jail bed space and the County plans for space utilization within the jails. Regarding federal prisoners, in the event this service is no longer provided the County would need to offset this revenue stream with a direct reduction of future jail expenses.

OVERVIEW AND DESCRIPTION OF NON-MAJOR REVENUE SOURCES

METHODOLOGIES USED TO ESTIMATE REVENUES

The remaining revenue sources for the County of El Paso are considered to be non-major and constitute only 22.94% of all budgeted revenues for fiscal year 2017. These revenue sources are budgeted using the following techniques:

- 1) Time series techniques: moving averages and historical revenue trends;
- 2) Informed/expert judgment: advice of department heads, such as the County Auditor;
- 3) Statutory provisions and limitations: Truth in Taxation Guidelines for the State of Texas and Local Government Code; and
- 4) Contractual agreements: terms of contracts with other governmental entities for services provided to the public or grant contracts with other entities.



(1) Interest Earnings

Interest revenue is the result of aggressive investment of the County’s public funds in a variety of investment options as authorized by law.

| REVENUE ACCOUNT TITLE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|-----------------------|--------------------------|----------------------|----------------------|---------|---------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Interest Earnings | \$283,839 | \$158,117 | \$548,023 | 389,906 | 246.59% |

OVERVIEW AND DESCRIPTION OF NON-MAJOR REVENUE SOURCES

(1) Interest Earnings, Continued

Methodology Used to Project Revenue: Projections for this revenue category although not material are perhaps one of the most cautious ones made since changes in the economy or in the Federal Reserve’s monetary policies have a direct impact on interest rates. The County of El Paso relies on more current trends and as a result of national economic conditions indicate that the trend is somewhat flat at this time for the foreseeable future.

Other Information: For fiscal year 2017 the County is going to ladder out additional tranches of funding for longer periods of time to increase return on investment while continuing to ensure safety and liquidity resulting in \$389,906 budget increase from fiscal year 2016.

(2) Charges for Services

The Charges for Services revenue category is used to account for service fees charged to the public by various County departments. Such services include, but are not limited to, birth or death certificates, auto registrations, concessions at recreational facilities, and parking for the public. Most fees are established in Local Government Code and typically only offset a portion of the cost of providing each service.

| REVENUE ACCOUNT TITLE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|-----------------------|--------------------------|----------------------|----------------------|-------------|-------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Charges for Services | \$39,978,609 | \$39,637,967 | \$41,941,480 | \$2,303,513 | 5.81% |

Methodology Used to Project Revenue: Typically, historical revenue trends are used to project Charges for Services revenue. Some service revenues, such as commissions and concessions, are received in accordance with contracts that establish the amount that can be charged.

Other Information: The Charges for Services category also accounts for recreational revenues charged to the public for the use of County facilities, such as parks, pools, the golf course and the coliseum. Those fees are based on established rates set by Commissioners Court as deemed appropriate. This revenue source has remained relatively stable since the Court makes every possible effort to keep costs to the public as low as possible.

(3) Fines and Forfeits

The Fines and Forfeits revenue category is attributable to the funds generated by various elected officials who assess fines or collect on forfeitures as a result of the County’s judicial process.

OVERVIEW AND DESCRIPTION OF NON-MAJOR REVENUE SOURCES

(3) Fines and Forfeits, Continued

| REVENUE ACCOUNT TITLE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|-----------------------|--------------------------|----------------------|----------------------|-----------|-------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Fines and Forfeits | \$5,466,440 | \$5,273,000 | \$5,698,450 | \$425,450 | 8.07% |

Methodology Used to Project Revenue: Projected revenue from Fines and Forfeits is based on historical revenue trends. Assessment amounts set forth by statute also impact revenue projections.

Other Information: This revenue source includes all collections stemming from child safety fees, county attorney bond forfeitures, county traffic fees, fines and forfeits, juror fines and state drug forfeitures. The current FY 2017 increase is due (**biggest increases are to R8001, R8007, R8010**) to the fact that Juror Fines have increased by \$400,000 and are the sole reason for the category increase.

(4) Intergovernmental Revenue

The Intergovernmental Revenue category is used to account for all funds received from other governmental entities, mostly in the form of grants or reimbursements. As of the beginning of fiscal year 2017, the County of El Paso is anticipating that this revenue source will make up about 2.20% of its total budgeted revenues.

| REVENUE SOURCE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|-------------------|--------------------------|----------------------|----------------------|----------------|----------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Intergovernmental | \$26,543,212 | \$25,735,741 | \$6,780,591 | (\$18,955,150) | (73.65%) |

Methodology Used to Project Revenue: Intergovernmental Revenue estimates are based on historical revenue trends for line items such as Federal School Lunch Reimbursements, which depend on the juvenile population housed at the Juvenile Probation Department. Other revenue, such as the Tobacco Settlement Reimbursement, is pre-determined by contracts that the County has entered into. It is based on those contracts that projections are also made.

Other Information: It is the County's policy to aggressively seek funding sources that will improve the quality of life for its citizens without necessarily increasing the financial burden on the General Fund. The decrease of \$19 million, though drastic, is due to the fact that grant revenues are not budgeted at the beginning of the fiscal year but instead not until an actual grant award is received. By using this approach, the County of El Paso avoids overstating its budgeted Intergovernmental Revenues, particularly as it pertains to Federal and State grants.

OVERVIEW AND DESCRIPTION OF NON-MAJOR REVENUE SOURCES

(5) Licenses and Permits

Budgeted revenues for Licenses and Permits represent only 0.08% of the County’s budgeted revenues for fiscal year 2017. This category is used to account for all revenue received from the issuance of operating licenses and business permits, whether they are new or renewals.

Methodology Used to Project Revenue: Because this revenue source fluctuates from year to year, historical revenue trends are the best tool for making for projections. Revenue received from renewals is easier to project, but new permits or licenses are based solely on history. For this reason, Alcoholic Beverage Licenses are projected with a ten thousand increase based on estimated revenues to be collected in 2016. This revenue source is expected to remain stable as the County continues to grow and there is increased demand for services.

| REVENUE ACCOUNT TITLE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|-----------------------|--------------------------|----------------------|----------------------|----------|-------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Licenses and Permits | \$257,051 | \$245,000 | \$257,500 | \$12,500 | 5.10% |

Other Information: The amount charged for issuing a license or a permit is set by the State. This is to establish a maximum amount that can be charged to encourage applicants to obtain legitimate permits. By having a legitimate permit on file for all establishments, the County can better track the type and quality of services provided to the public.

(6) Miscellaneous Revenues

The sixth non-major source of revenue is used to account for Miscellaneous Revenues, or revenues that do not fit the description of other revenue categories. It is important to note that these revenue sources sometimes do not fit the description of other revenue categories because they are of an infrequent nature. In many instances, these revenues may not be budgeted at the beginning of the fiscal year because they may be unexpected. For fiscal year 2017, Miscellaneous Revenues make up approximately 0.99% of budgeted revenues.

| REVENUE SOURCE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|----------------|--------------------------|----------------------|----------------------|---------------|----------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Miscellaneous | \$6,665,263 | \$4,488,468 | \$3,057,820 | (\$1,430,648) | (31.87%) |

Methodology Used to Project Revenue: Because the revenue accounts listed are highly unpredictable, the County of El Paso relies heavily on historical revenue trends to make estimates for future years. One-time revenue sources are the most difficult to estimate since they may be unexpected and not easily identified until very late in the fiscal year. The County of El Paso makes

OVERVIEW AND DESCRIPTION OF NON-MAJOR REVENUE SOURCES

(6) Miscellaneous Revenues, Continued

every effort to budget any revenues that may result from anticipated legislative changes. For fiscal years 2016 and 2017, the County will once again budget on the conservative side, based on the unpredictable nature of these funds as well as one-time sources of revenue.

Other Information: The Miscellaneous Revenues category also includes some categories that are generated by grants, such as Program Income. Because of its nature, these revenue sources are not budgeted over aggressively.

(7) Other Financing Sources

The County's seventh non-major revenue source is used to account for transfers among funds that will be made during the fiscal year as well as proceeds received from refinancing bonds in 2012 as well as 2015 and 2016.

The largest decrease in budgeted revenues for fiscal year 2017 can be from no budgeted refinancing's or bond issuances. Transfers have been appropriated for the Justice Court Manager to cover the cost of transferring employees to the General Fund. This source is based on current revenue trends.

| REVENUE ACCOUNT TITLE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|-------------------------|--------------------------|----------------------|----------------------|-----------------|----------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Other Financing Sources | \$35,659,052 | \$112,002,703 | \$6,191,176 | (\$105,811,527) | (94.47%) |

Methodology Used to Project Revenue: Revenue projections for this source are made using revenue trends over the past six years. During the preparation of the budget, some grant match requirements are budgeted but only if the grant award period has already started.

Other Information: Because grant matches are a large portion of this revenue source, Other Financing Sources are also affected by the way in which grants are budgeted. Match requirements are typically not budgeted until a grant award is received.

(8) Non-Major Tax Revenues

Aside from Property and Sales and Use Taxes, the County also receives a portion of the Bingo Tax, the State Mixed Beverage Tax, Auto Sales Tax and the Hotel/Motel Occupancy Tax collected. The impacts for these four components of this non-major revenue source are shown on the following page.

OVERVIEW AND DESCRIPTION OF NON-MAJOR REVENUE SOURCES

(8) Non-Major Tax Revenues, Continued

| REVENUE ACCOUNT TITLE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|-----------------------|--------------------------|----------------------|----------------------|-----------|-------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Non-Major Taxes | \$5,997,523 | \$5,652,000 | \$6,204,000 | \$552,000 | 9.77% |

Methodology Used to Project Revenue: Historical revenue trends are the most important tools used in estimating revenues to be received from Bingo, State Mixed Beverage, Auto Sales Tax and Hotel Occupancy Taxes for fiscal year 2017 and beyond. Those revenue trends are directly affected by population growth and indirectly by a decrease in the unemployment rate. Tax rates for non-major tax revenues are determined by the State, and projections are affected by any rate changes approved in the state capitol, Austin. The number of events geared towards increasing tourism to the El Paso area positively impacted this revenue in recent history, as well as legislative changes that increased the allocation of Auto sales taxes.

Other Information: The State of Texas assesses all taxes accounted for in this category. Currently, the State Mixed Beverage Tax is 14% of gross receipts. The Hotel Occupancy Tax rate is 6% of amount charged for each occupant. In addition, the County Tax Assessor-Collector collects a tax of 2.5% on the rental of hotel or motel rooms to individuals who are not permanent residents of the facility.

TOTAL REVENUES AND FUND BALANCES

One of the duties of the County Auditor is to estimate and certify all revenues for the County of El Paso before providing those estimates to the Budget Office and County Commissioners Court in preparation for each budget cycle.

Revenue collections are continually monitored throughout the fiscal year to ensure that revenue estimates made at the beginning of the fiscal year are in fact being realized. It is because of that continuous monitoring that projections for fiscal year 2016 are estimated at \$296,865,638 vs. \$285,405,379 in 2015, as reflected on the table below.

| REVENUE ACCOUNT TITLE | FISCAL YEAR 2015 ACTUALS | OPERATING BUDGETS | | CHANGES | |
|-----------------------|--------------------------|----------------------|----------------------|--------------|-------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Total Revenues | \$307,964,047 | \$285,405,379 | \$296,865,638 | \$11,460,259 | 4.01% |

All three of the three County's major revenue sources reveal an increase in budgeted revenues for fiscal year 2017. Property Taxes show an increase of 2.18%, Sales and Use Taxes are estimated to increase by 5.14% and Federal Prisoner charges should increase by 3.53%. Of the non-major

OVERVIEW AND DESCRIPTION OF NON-MAJOR REVENUE SOURCES

TOTAL REVENUES AND FUND BALANCES, CONTINUED

revenue sources, the budgeted revenues under Interest Earnings, Licenses and Permits, Charges for Services, Fines and Forfeits and Non-Major Tax Revenue reflect an increase in fiscal year 2017.

On the other hand, the County's non-major revenue sources, three (Intergovernmental Revenue, Miscellaneous Revenues, and Other Financing Sources) show a budget that is lower for fiscal year 2017 than in fiscal year 2016.

FUND BALANCES

Fund Balance represents accumulated funds estimated to be available on the first day of the fiscal year that may be used to cover future appropriations. In many cases, assignment of fund balance represents funds designated for a specific purpose for which the exact amount was not 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 estimates. Maintaining adequate reserves is vital to the County's fiscal health as well as being able to meet the needs required of future expenditures that may not have an offsetting source of funding.



Expenditures



ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

OPERATING BUDGET COMPARISON WITH FISCAL 2015 ACTUALS

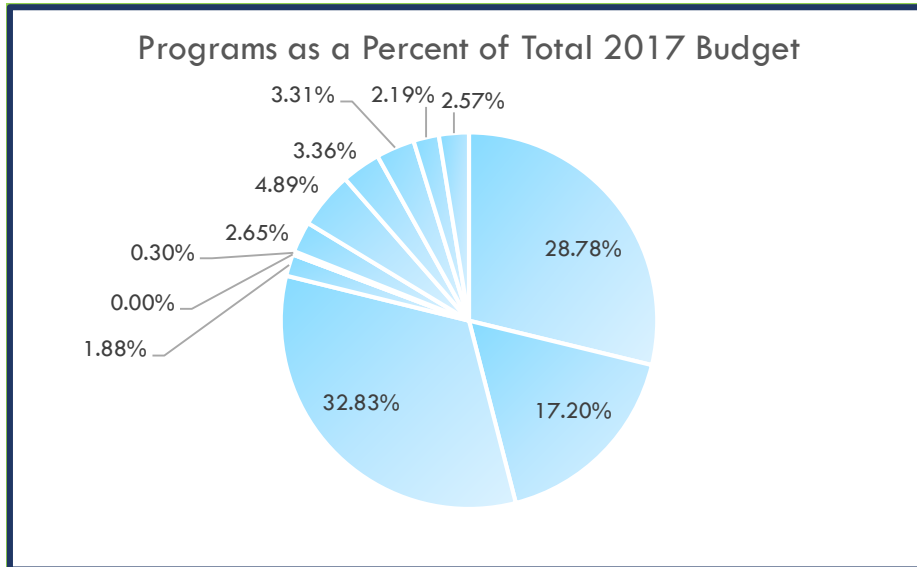
| DEPARTMENT | FY 2015 Actuals | Operating Budgets | | Amount | % |
|---|-----------------------|-------------------------|-------------------------|-------------------------|-----------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | | |
| Appropriations/Expenditures (Uses): | | | | | |
| General Government | \$ 47,427,628 | \$ 68,184,695 | \$ 108,659,035 | \$ 40,474,340 | 59.36% |
| Administration of Justice | 59,924,872 | 70,088,504 | 64,942,274 | (5,146,230) | (7.34%) |
| Public Safety | 130,164,569 | 125,541,074 | 123,934,136 | (1,606,938) | (1.28%) |
| Health and Welfare | 12,190,084 | 12,475,275 | 7,110,410 | (5,364,865) | (43.00%) |
| Community Service | 1,986,998 | 1,423,113 | | (1,423,113) | (100.00%) |
| Resource Development | 338,783 | 610,033 | 1,159,674 | 549,641 | 90.10% |
| Culture and Recreation | 7,203,650 | 9,126,043 | 10,017,312 | 891,269 | 9.77% |
| Public Works | 13,584,764 | 19,874,222 | 18,486,739 | (1,387,483) | (6.98%) |
| Capital Outlays | 38,943,405 | 13,918,614 | 12,677,872 | (1,240,742) | (8.91%) |
| Debt Service and Enterprise | | | | | |
| Principal | 10,320,000 | 12,111,000 | 12,519,120 | 408,120 | 3.37% |
| Interest and Other Costs | 10,094,240 | 8,609,231 | 8,266,468 | (342,763) | (3.98%) |
| Other Debt Related Costs | 326,936 | 97,189,765 | | (97,189,765) | (100.00%) |
| Other Financing Uses | 35,758,304 | 10,805,898 | 9,694,068 | (1,111,830) | (10.29%) |
| Total Revenues and other Financing Sources | \$ 368,264,233 | \$ 449,957,467 | \$ 377,467,108 | \$ 449,957,467 | (16.11%) |
| Prior period Adjustment | 358,423 | | | | |
| Encumbrances | | 20,144,079 | 7,080,305 | (13,063,774) | (64.85%) |
| Retained Earnings | | 8,892,906 | 8,605,848 | (287,058) | (3.23%) |
| Net Income | (225,020) | | | | |
| Ending Fund Balances | 172,366,508 | 126,479,434 | 99,226,181 | (27,253,253) | (21.55%) |
| Total Fund Balances and Retained Earnings | 172,499,911 | 126,479,434 | 99,226,181 | (27,253,253) | (21.55%) |
| Total Expenditures, Appropriations and Fund Balances | \$ 540,764,144 | \$ 596,580,980 | \$ 483,773,594 | \$ (112,807,386) | (18.91%) |

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

SUMMARY OF FISCAL YEAR 2017 BY CHARACTER

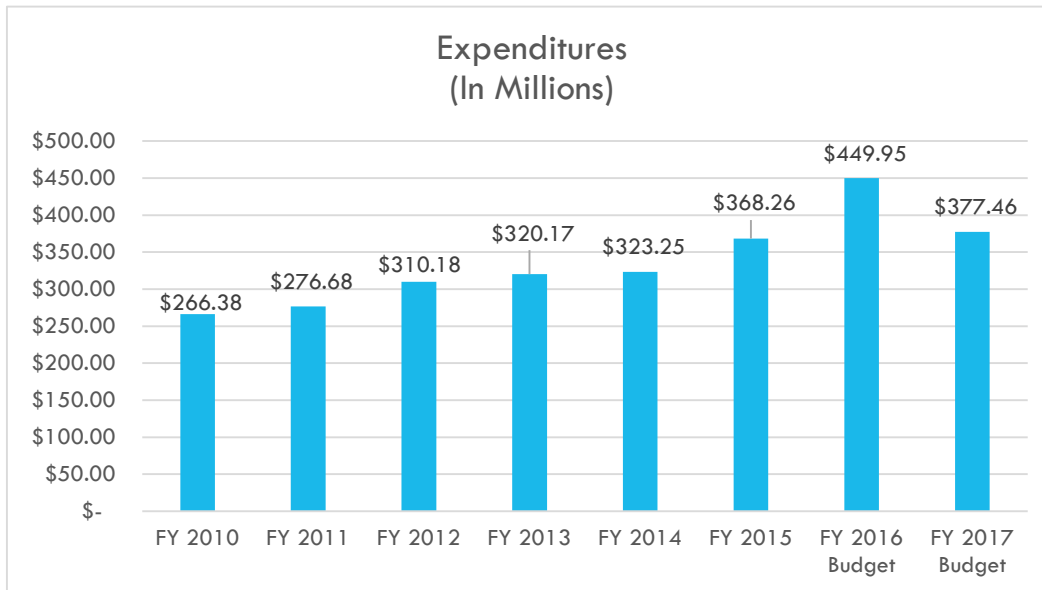
| CHARACTER | FY 2015 | Operating Budgets | | Changes | |
|----------------------------------|----------------------|----------------------|----------------------|------------------------|-----------------|
| | Actuals | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Personnel | \$210,638,607 | \$219,830,722 | \$21,495,269 | (\$198,335,453) | (90.22%) |
| Operating | 127,074,573 | 215,836,699 | 149,836,367 | (66,000,332) | (30.58%) |
| Capital | 36,998,304 | 14,290,046 | 12,677,872 | (1,612,174) | (11.28%) |
| Total Budgets and Actuals | \$374,711,484 | \$449,957,467 | \$184,009,508 | (\$265,947,959) | (59.11%) |

APPROPRIATION (USES) ALL FUND TYPES \$377,467,108



ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

| PROGRAM | ACTUAL EXPENDITURES BY FISCAL YEAR (Amounts in Thousands) | | | | | | OPERATING BUDGETS | |
|---|--|------------------|------------------|------------------|------------------|------------------|----------------------|----------------------|
| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Total Budget FY 2016 | Total Budget FY 2017 |
| General Government | \$36,531 | \$34,799 | \$37,862 | \$41,935 | \$43,012 | \$47,428 | \$68,185 | \$108,659 |
| Administration of Justice | 49,612 | 51,078 | 51,870 | 57,172 | 58,641 | 59,925 | 70,089 | 64,942 |
| Public Safety | 110,739 | 119,436 | 126,996 | 130,383 | 131,209 | 130,165 | 125,541 | 123,934 |
| Health and Welfare | 10,742 | 10,802 | 10,413 | 10,169 | 11,917 | 12,190 | 12,475 | 7,110 |
| Community Services | 1,249 | 1,736 | 2,783 | 2,586 | 2,470 | 1,987 | 1,423 | |
| Resource Development | 751 | 1,509 | 1,253 | 2,431 | 397 | 339 | 610 | 1,160 |
| Culture and Recreation | 7,486 | 6,841 | 7,217 | 7,179 | 7,477 | 7,204 | 9,126 | 10,017 |
| Public Works | 9,482 | 8,682 | 11,777 | 9,584 | 13,243 | 13,585 | 19,874 | 18,487 |
| Capital Outlays | 14,199 | 23,282 | 31,022 | 30,942 | 25,935 | 38,943 | 13,919 | 12,678 |
| Debt Service and Enterprise | | | | | | | | |
| Principal | 7,040 | 5,765 | 6,175 | 8,555 | 9,695 | 10,320 | 12,111 | 12,519 |
| Interest and Other Costs | 7,375 | 7,096 | 6,569 | 11,383 | 10,700 | 10,094 | 8,609 | 8,266 |
| Other Debt Related Costs | | | 166 | | | 327 | 97,190 | |
| Other Financing Uses | 11,181 | 5,661 | 16,080 | 7,853 | 8,556 | 35,758 | 10,806 | 9,694 |
| Total Appropriations/Expenditures and Other Financial Uses | \$266,387 | \$276,687 | \$310,183 | \$320,172 | \$323,252 | \$368,265 | \$449,958 | \$377,466 |



ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

TOTAL EXPENDITURES

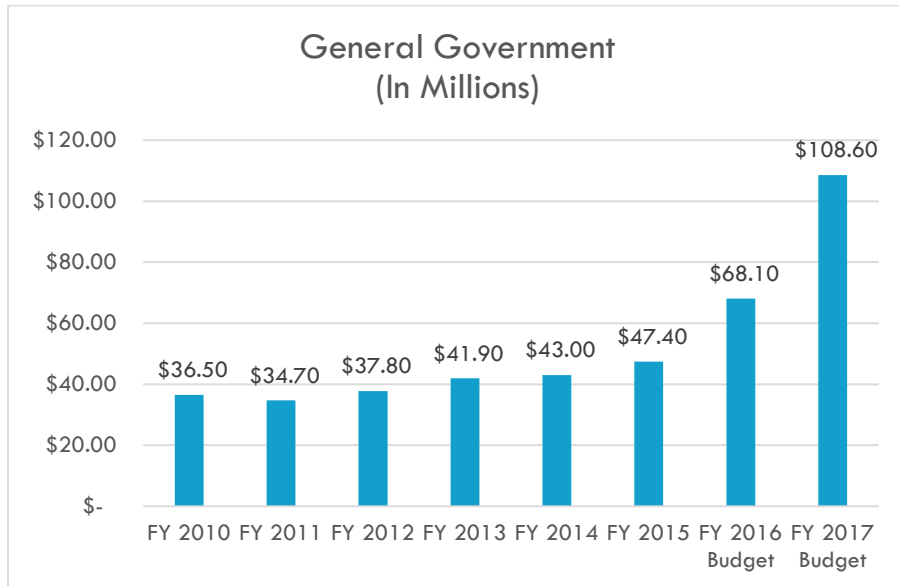
Total expenditures for the County of El Paso have grown over the years. When comparing expenditures for 2009 vs. 2014, expenditures have grown by over \$42 million. Significant increases have resulted from the Public Safety function in direct relation to staffing of the Jails. Other notable increases are within the General Government Program, whereby, as a means of saving appropriations, salary cost of living allowances for County employees are held in a salary reserve account, and are transferred throughout the other programs during the year as needed. This provides a more accurate estimate of the funding requirements for a department, factoring in the effect of yearly attrition. This also reduces the County's exposure to possible appropriation transfers by departments to non-salary accounts with Commissioners' Court approval. Both capital outlays and overall debt payments have also made up a large portion of these increases over the past five years. For the 2017 fiscal year, County departments and its employees benefited from a 2% wage adjustment. This was based on the current trend of revenues and anticipated fund balance reserves. The following information highlights changes overall. Additional information may be found at each program and at the fund level.

GENERAL GOVERNMENT

The **General Government** component of the County's budget relates to departments that are generally administrative in nature. For example, the County Judge and County Commissioners are funded within this function, as they are the executive body of the County and are responsible for making all decisions that 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 County and District Clerk Offices, the Information Technology Department, and the Tax Office; the General and Administrative account is also budgeted as part of General Government program. Expenditure fluctuations in this category are mainly attributable to year-end closing adjustments, mainly accruals, in the general and administrative account. All wage adjustments for all functions of government, where applicable, are budgeted for in the general and administrative account. This account is also utilized for payments to other agencies for a variety of services, such as the Central Appraisal District, tax collections by the City of El Paso, and various contingency expenditures, which fluctuate from year to year.

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|--------------------------------------|-----------------------------|-------------------------|-------------------------|--------------|--------|--|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| General Government | \$47,427,628 | \$68,184,695 | \$108,659,035 | \$40,474,340 | 59.36% | 28.78% |

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS



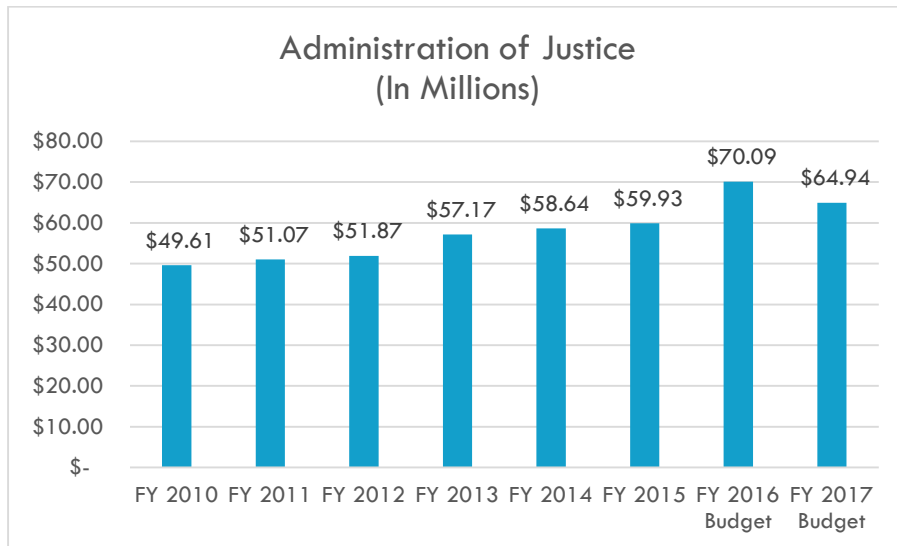
A global perspective of the 2017 budget depicts that General Government appropriations represent \$108.60 million, or 28.78% of the total budget of \$377,467,108. A closer look at the individual funds reflects increases in the General Fund and Special Revenue funds for the proposed 2% wage adjustment and to cover new personnel. In addition, for the General Fund specifically, operating appropriation increases are mainly due to account for contingencies for pending contract awards, and a shift of jail medical costs to this program.

ADMINISTRATION OF JUSTICE

Administration of Justice is one of the core services of County government and has seen steady growth. These increases have related to nominal yearly adjustments as those given to other departments within the County. Recent fluctuations are related to increases in the indigent defense costs that were both volume based service delivery but largely due to increases in the hourly rate to those attorneys for defendants who cannot afford them. Additional recent increases over the past few years are also due to staffing increases in the District Attorney and Public Defender Offices. With a decrease of \$5.14 million or 7.34% under the prior year, Administration of Justice accounts for 17.20% of the total budget for fiscal year 2017. A cause for this reduction is the impact of grants classified in this category that are funded as contracts are awarded and funds are certified. In addition the Special Revenue Fund were stable overall, which are budget based on new revenue estimates and available reserves, to meet the requests of various departments.

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|--------------------------------------|-----------------------------|-------------------------|-------------------------|---------------|---------|--|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Administration of Justice | \$59,924,872 | \$70,088,504 | \$64,942,274 | (\$5,146,230) | (7.34%) | 17.20% |

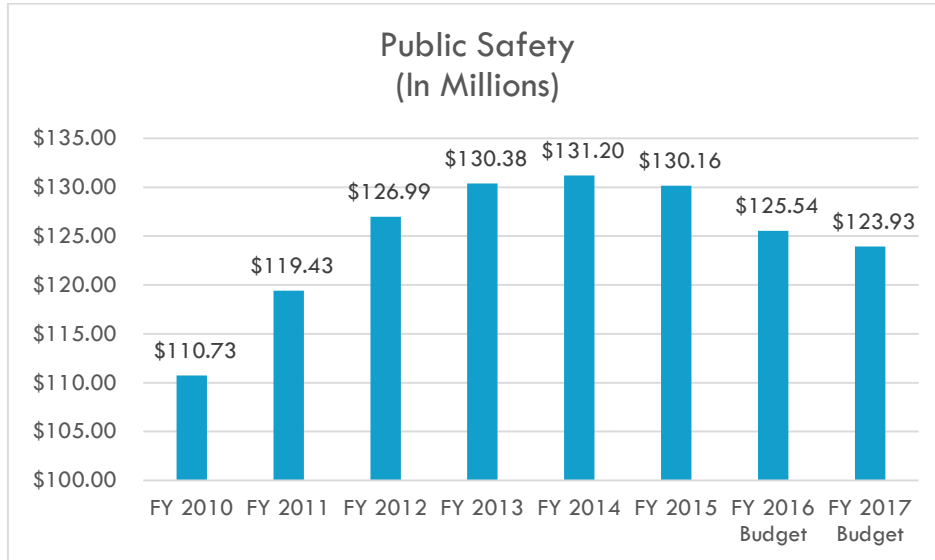


PUBLIC SAFETY

In regards to **Public Safety**, beginning in the late 1980's the County entered into a bargaining agreement with El Paso County Sheriff deputies for salary and benefit compensation which represents much of the trend increase in this area. Additionally, over the years, detention officers were added to the bargaining agreement. In more recent years, the county renegotiated the Union contract in an effort to better control this growing cost in effort to make it more sustainable. Current construction will be adding additional pods to the Jail Annex Facility in FY 2018 with a goal of transitioning current staff to the more cost effective facility in an effort to further control the rising cost of incarceration, which leads to a more effective county government which is linked to our 2020 goals. Other departments that contribute to this program are the Juvenile Probation Department which operates the post adjudication facility, which houses juvenile offenders, as well as a juvenile challenge boot camp.

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|-----------------------------------|--------------------------|----------------------|----------------------|---------------|---------|-------------------------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Public Safety | \$130,164,569 | \$125,541,074 | \$123,934,136 | (\$1,606,938) | (1.28%) | 32.83% |



Again, the decrease in overall appropriations budgeted for fiscal year 2017 as compared to fiscal year 2016 is indicative of the fact that grants will not be budgeted until the award letters are received. However, the General Fund overall still bears the impact of bargaining agreements and to meet new contract requirements for medical services and to meet the growing needs for maintenance of aging buildings and supplies for inmates. Additionally, the medical costs related to inmate health were transferred to the General and Administrative program. Sheriff’s budget overall were relatively flat for the first time in many recent years. Programs within the special revenue funds went up \$159 thousand overall, mostly attributable to allocated prior year reserve funds to be spent in FY 2016 for JP security.

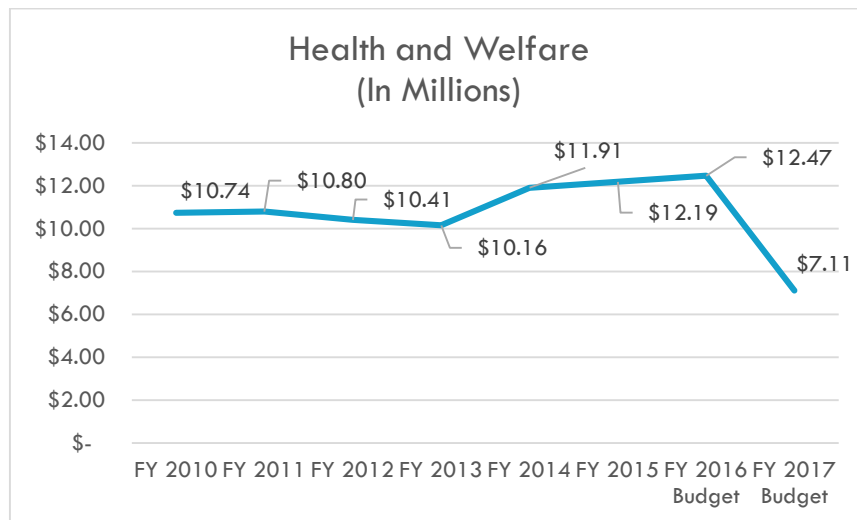
HEALTH AND WELFARE

The bulk of the changes in past years in **Health and Welfare** relates to fluctuations within health related grant activities. Also, the County has increased the budget related to the Medical Examiner’s Office, the County also seen decreases in mental health support costs and child welfare costs as well. Since 2009 and 2010, based on the overall intent of the Court to identify state mandates on indigent health, the County has entered into a contract with the City of El Paso, to continue providing quality services to the public while maximizing savings for taxpayers such as dental facilities, air and water pollution control, as well as mosquito control programs. The County

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

has also taken back the administration of on-site sewage inspections and set up an animal control division in the Sheriff’s Office. This area saw an increase this year by converting vacant detention officer’s position into animal control officers to meet the growing stray problem in the outlying areas of the County. During FY 2016 the county is also working with all of the outlying communities in the county for the consideration of further consolidation of animal control services countywide in an effort to assist and develop a more vibrant community by euthanizing less of our animals and controlling the overpopulation within the county.

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|-----------------------------------|--------------------------|----------------------|----------------------|---------------|----------|-------------------------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Health and Welfare | \$12,190,084 | \$12,475,275 | \$7,110,410 | (\$5,364,865) | (43.00%) | 1.88% |



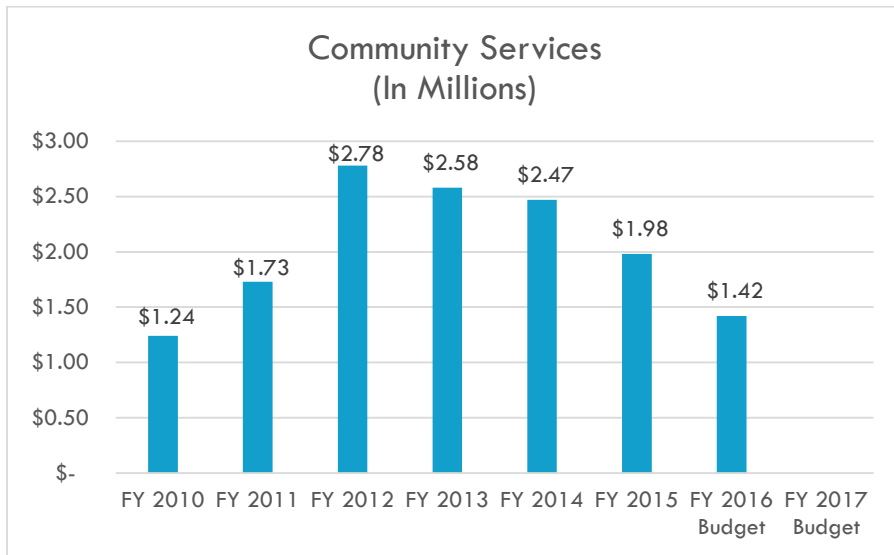
The overall decrease of 43.00% when comparing the 2017 budget to 2016 is mainly due to timing differences in the budgeting of grants which will be set up during fiscal year 2016 as award letters are received vs. at the beginning of the fiscal year. The Special Revenue Fund saw a decrease for programs such as the family protection fund based on available funding.

COMMUNITY SERVICES

The area of **Community Services** relates directly in majority to grant-funded activities. In more recent years the focal point of this budget component has been improving the outlying areas of the County of El Paso by providing necessities such as transportation in the rural areas of our community. As with other program areas, the fiscal year 2016 budget will be amended and likely significantly increase as State and Federal grant awards are received by the County.

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|-----------------------------------|--------------------------|----------------------|----------------------|---------------|-----------|-------------------------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Community Services | \$1,986,998 | \$1,423,113 | | (\$1,423,113) | (100.00%) | (100.00%) |

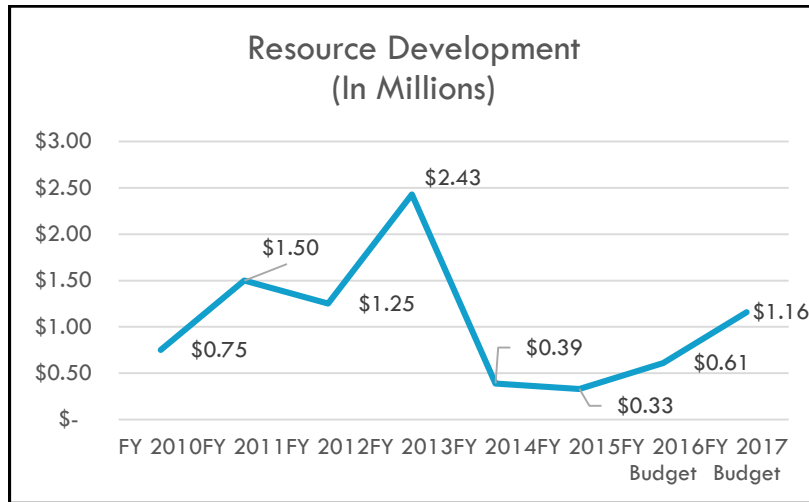


RESOURCE DEVELOPMENT

Appropriations for the **Resource Development** program had increased in 2011-2013 and this has continued through 2012, as a result of a greater commitment to this function from the Commissioners during recent years. Departments funded through this program are Agri-Life Extension Service and Infrastructure Development. The recent three fiscal years have been rather flat for 2014-2016. For the Special Revenue Fund, this program was budgeted at the same level based on the trend of application fees assessed in prior years from participants for the El Paso Housing Fund.

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|-----------------------------------|--------------------------|----------------------|----------------------|-----------|--------|-------------------------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Resource Development | \$338,783 | \$610,033 | \$1,159,674 | \$549,641 | 90.10% | 0.30% |

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

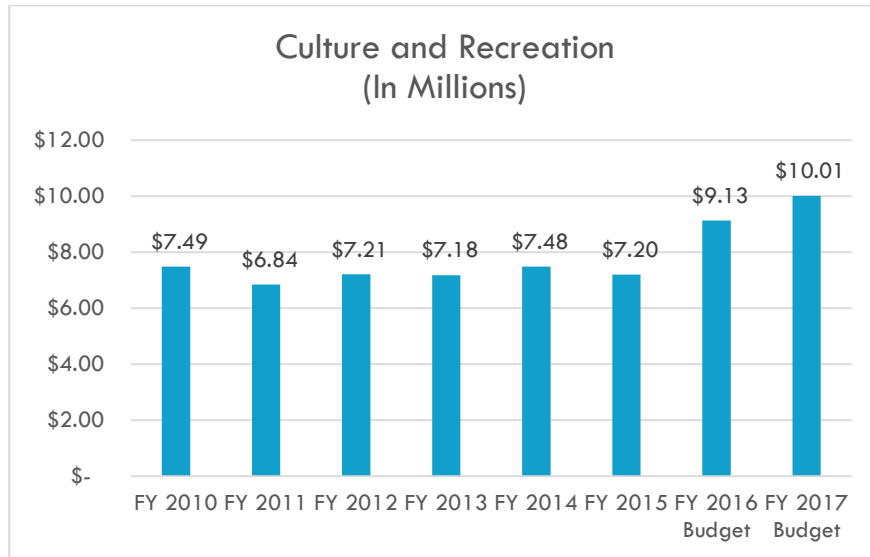


CULTURE AND RECREATION

The gradual increase in expenditures in the **Culture and Recreation** program is a factor of the establishment of additional budgets related to restrictive sources of funding classified as Special Revenue Funds, specifically the county tourist promotion fund as well as the county coliseum, both of which are funded through the receipt of Hotel/Motel tax revenue. The County is currently re-investing into the Sportspark to include updates to park grounds, building and many amenities for the baseball players. In more recent years, increases in hotel occupancy revenues have allowed for the County to fund programs such as the National Bowling Tournaments, and upgrades to the Concordia Cemetery and consider newly renewed vision to invest in the counties many historic sites and buildings. This is in alignment with the county goal of a vibrant community. For fiscal year 2016, Culture and Recreation comprises 2.65% of the overall budget and represents a decrease of \$891,269 or .01%, from 2016. Most of this decrease is attributable to the County’s intention to manage its current hotel/motel reserves to meet this communities needs in this area over the next decade, also in alignment with our financial strategies and priorities.

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|--------------------------------------|-----------------------------|-------------------------|-------------------------|-----------|-------|--|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Culture and Recreation | \$7,203,650 | \$9,126,043 | \$10,017,312 | \$891,269 | 9.77% | 2.65% |

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

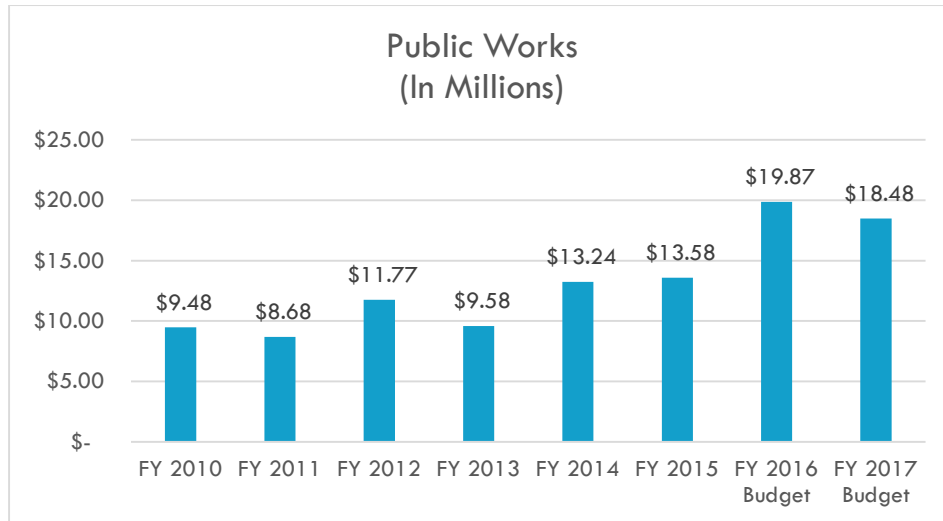


PUBLIC WORKS

In the **Public Works** program, expenditures are mainly infrastructure related for roads and bridges incurred by the Roads and Bridges Department. The Public Works Director is responsible for planning, engineering, building and maintaining all County public roads and bridges. In recent years, the Road and Bridge Department has focused the oversight of the county facilities and the consolidation of those budgets and a coordinated work order system in an effort to create a more efficient process and ensure that facilities are in proper functional order and state of repair. This department has received increased focus and an infusion of resources for new personnel and operating budget needs. This area also includes the East Montana Water Project, a County Water Utility System, which consolidated seven small water systems providing water in rural areas of East El Paso County. The County purchased existing water systems and made the necessary major improvements to meet the project's goal of developing one main water facility servicing the entire East Montana area and to contract out for facility operations. The County became the sole operator of the East Montana Water System since the contract for facility operations with the municipal utility district was terminated during fiscal year 2005. The termination of that contract brought about the need to hire operators for the water system. All operating expenses for the water system are now the responsibility of the County. In addition, the increases in expenditures in recent years is also due to the Solid Waste Program created by the County, for trash pickup services in the outlying areas of the County. The larger increases of date relate to two recent program additions which are for the collaboration with the Camino Real Regional Mobility Authority (CRRMA) whereby the County provides the transportation fund fees to the CRRMA to leverage the funding into approximately \$400 million for much needed transportation funding to meet the growing needs of the community lending to efficient and vibrant community goals. This program has also increased for the startup costs for the Guadalupe Tornillo Port of entry which is scheduled to open in FY 2016 as well. Additionally, this program will likely see additional increases in appropriations during fiscal year 2014 as a result of grants to be awarded.

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|--------------------------------------|-----------------------------|-------------------------|-------------------------|---------------|---------|--|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Public Works | \$13,584,764 | \$19,874,222 | \$18,486,739 | (\$1,387,483) | (6.98%) | 4.89% |

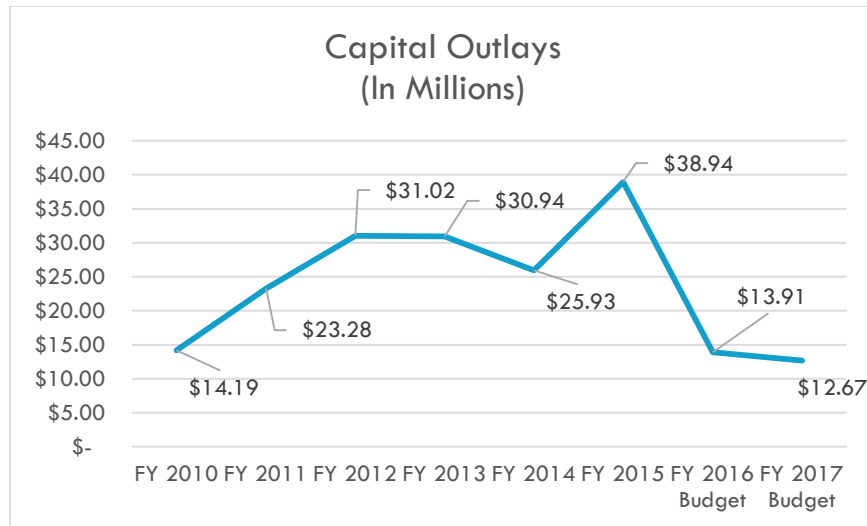


CAPITAL OUTLAYS

Capital Outlays is used to account for major expenditures to acquire furnishings, equipment and major capital expenditures. The County of El Paso budgets Capital Projects on a very limited basis and has only recently allowed significant departmental capital expenditures. For fiscal years 2005-2008, Commissioners' Court committed \$1,000,000 from the General Fund to be used for equipment replacement needs and for new departmental capital outlays. Due to budgetary constraints in fiscal years 2009 and 2010, the Court-funded departmental capital needs from existing County capital funds remaining from prior contributions from the General Fund were eliminated. Expenditures spiked in 2011 and 2012, for debt issued for various capital projects such as the remodel of the Ascarate Annex, construction and expansion of the Jail Annex, and funding of capital equipment County employees. These funds were also used to acquire and construct several county courthouse annexes located throughout the County. These efforts were also taken on to be cost effective and recognize lease savings in future years. For fiscal year 2015 and 2016 this category declined because no new bonds were issued, but the Commissioners did commit to funding the value of one penny from maintenance and operations as a contribution to the Capital Project fund to meet the growing needs of departments. Further discussion may be found in the Capital Project section of this document in greater detail.

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|--------------------------------------|-----------------------------|-------------------------|-------------------------|---------------|---------|--|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Capital Outlays | \$38,943,406 | \$13,918,614 | \$12,677,872 | (\$1,240,742) | (8.91%) | 3.36% |

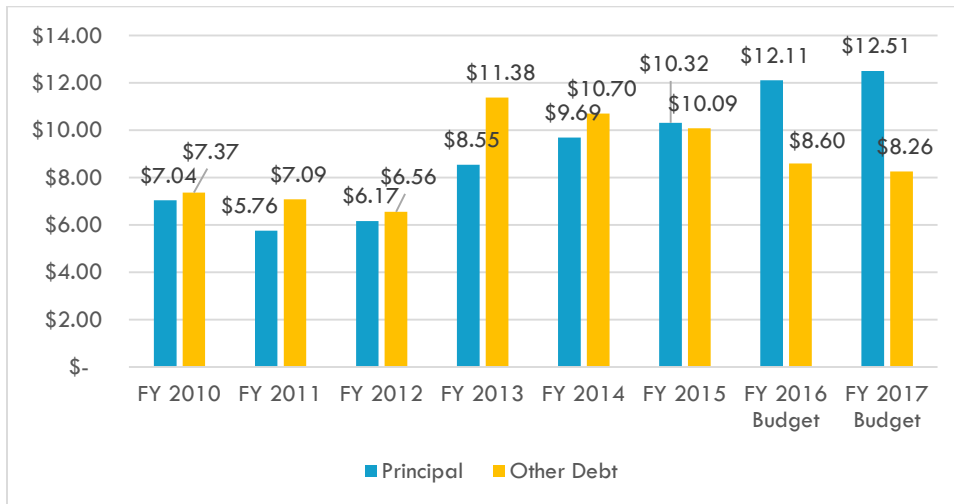


DEBT SERVICE

Debt Service is utilized for the repayment of outstanding obligations of the County, relating to bonds issued over the years for approved Capital Projects. Fluctuations over the years are attributable to the timing of debt repayments based on the County's current indebtedness. The schedule of debt service principal and interest requirements in the debt service and Enterprise Sections of this report provide additional information. Ad valorem property taxes are the main source of repayment of the County's bonded indebtedness in accordance with law, which establishes debt repayment as the primary priority of tax monies collected. The repayment of debt is also a factor in calculating the County's ad valorem property tax rate each year.

ALL FUNDS- EXPENDITURES WITH SELECTED DEFINITIONS AND TRENDS

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|--------------------------------------|-----------------------------|-------------------------|-------------------------|-------------|---------|--|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Principal Interest | \$10,320,000 | \$12,111,000 | \$12,519,120 | \$408,120 | 3.37% | 3.31% |
| Other Debt Costs | \$10,094,240 | \$8,609,231 | \$8,266,468 | (\$342,763) | (3.98%) | 2.19% |



OTHER FINANCING USES

Other Financing Uses relate to transfers of funds to other funds and to payments that are not considered operating expenditures, such as defeasance or refunding of bond issues. 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. For fiscal year 2016, this category represents 0.47% of the County's overall budget and a 94.86% decrease from fiscal year 2015. The decrease is due in large by refunding of bond issues in FY 2015.

| APPROPRIATIONS EXPENDITURES/USES: | FISCAL YEAR 2015 ACTUALS | Operating Budgets | | Changes | | % of FY 2016 Operating Budget |
|--------------------------------------|-----------------------------|-------------------------|-------------------------|---------------|----------|--|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % | |
| Other Financing Uses | \$35,758,304 | \$10,805,898 | \$9,694,068 | (\$1,111,830) | (10.29%) | 2.57% |



General Fund



GENERAL FUND TYPE

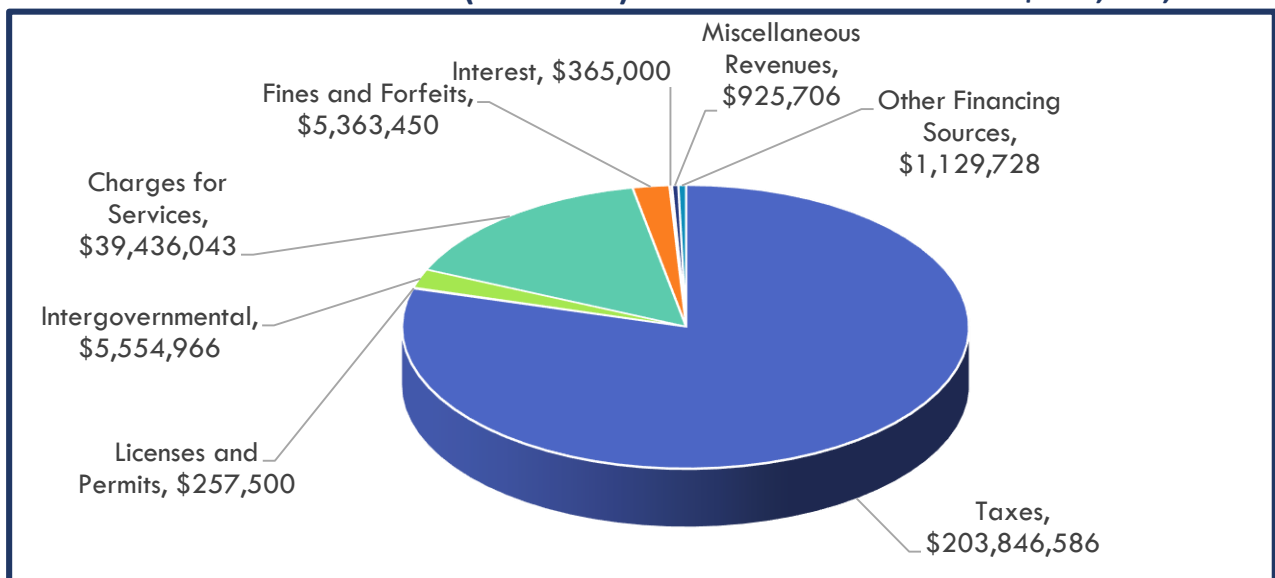
FUND DESCRIPTION

The General Fund is used to account for all financial resources not required to be in another fund. It is used to account for the ordinary operations of a governmental unit, which are financed from taxes and other general revenues. The programs that make up the General Fund are: General Government, Administration of Justice, Public Safety, Health & Welfare, Resource Development, Culture and Recreation, and Public Works.

BUDGET REVENUE COMPARISON WITH FISCAL YEAR 2015 ACTUALS

| PROGRAM | FY 2015 Actuals | Operating Budgets | | Changes | |
|---|----------------------|-------------------------|-------------------------|---------------------|--------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Revenues (Sources): | | | | | |
| Taxes | \$194,054,957 | \$197,929,484 | \$203,846,586 | \$5,917,102 | 2.99% |
| Licenses and Permits | 257,051 | 245,000 | 257,500 | 12,500 | 5.10% |
| Intergovernmental | 4,831,890 | 4,968,567 | 5,554,966 | 586,399 | 11.80% |
| Charges for Services | 36,570,447 | 37,608,043 | 39,436,043 | 1,828,000 | 4.86% |
| Fines and Forfeits | 5,084,639 | 5,003,000 | 5,363,450 | 360,450 | 7.20% |
| Interest | 112,312 | 100,000 | 365,000 | 265,000 | 265.00% |
| Miscellaneous Revenues | 3,236,953 | 1,830,200 | 925,706 | (904,494) | (49.42%) |
| Other Financing Sources | 946,639 | 1,005,000 | 1,129,728 | 124,728 | 12.41% |
| Total Revenues and Other Financing Sources | \$245,094,888 | \$248,689,294 | \$256,878,979 | \$8,189,685 | 3.29% |
| Residual Equity Transfers-In | | | | | |
| Beginning Fund Balances | 50,912,414 | 61,138,907 | 76,520,968 | 15,382,061 | 25.16% |
| Total Available Resources | \$296,007,302 | \$309,828,201 | \$333,399,947 | \$23,571,746 | 7.61% |

FISCAL YEAR 2017 REVENUES (SOURCES) – GENERAL FUND TYPE - \$256,878,979

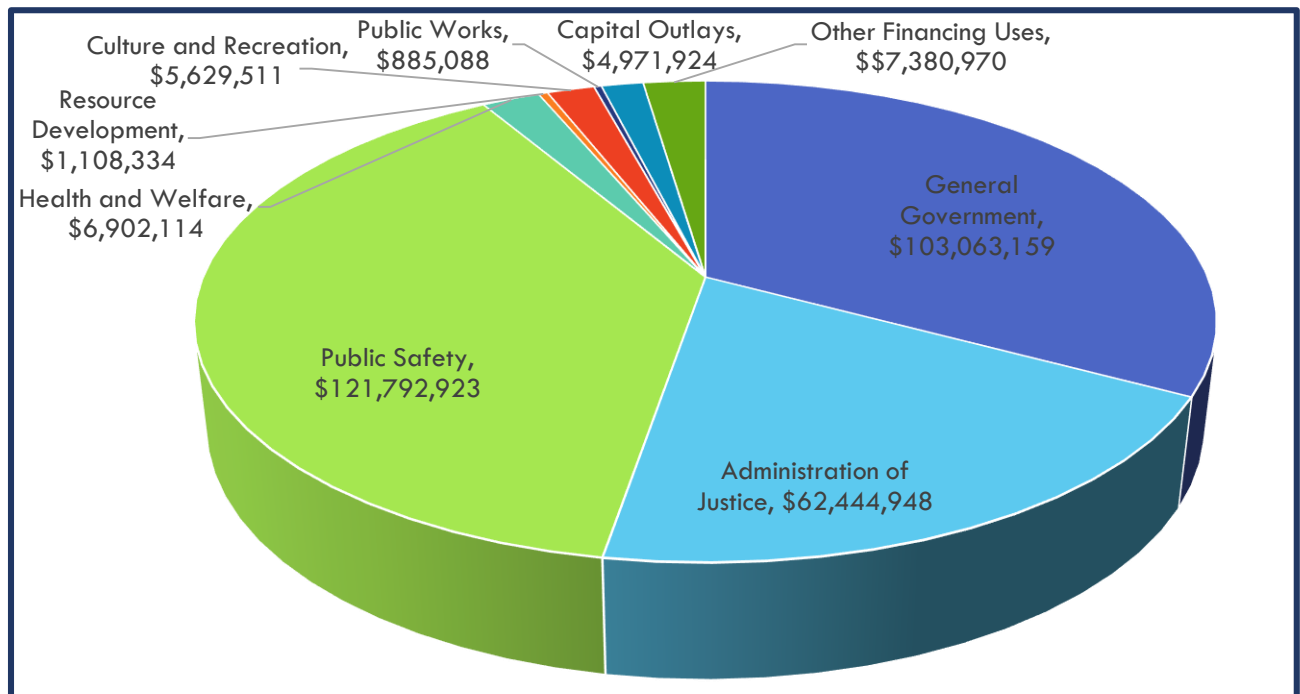


GENERAL FUND TYPE

OPERATING BUDGET COMPARISON WITH FISCAL YEAR 2015 ACTUALS

| PROGRAM | FY 2015 | Operating Budgets | | Changes | |
|--|----------------------|-------------------------|-------------------------|---------------------|---------------|
| | Actuals | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Revenues (Sources): | | | | | |
| General Government | \$45,536,316 | \$63,300,198 | \$103,063,159 | \$39,762,961 | 62.82% |
| Administration of Justice | 55,168,046 | 62,538,920 | 62,444,948 | (93,972) | (0.15%) |
| Public Safety | 115,463,147 | 112,492,714 | 121,792,923 | 9,300,209 | 8.27% |
| Health and Welfare | 8,489,940 | 7,650,051 | 6,902,114 | (747,937) | (9.78%) |
| Resource Development | 334,290 | 558,693 | 1,108,334 | 549,641 | 98.38% |
| Culture and Recreation | 3,639,275 | 4,984,450 | 5,629,511 | 645,061 | 12.94% |
| Community Services | | | | | |
| Public Works | 58,174 | 1,600,135 | 885,088 | (715,047) | (44.69%) |
| Capital Outlays | 163,316 | 644,919 | 4,971,924 | 4,327,005 | 670.94% |
| Other Financing Uses | 5,881,427 | 9,292,031 | 7,380,970 | (1,911,061) | (20.57%) |
| Total Expenditures and Other Financing Sources | \$234,733,931 | \$263,062,111 | \$314,178,971 | \$51,116,860 | 19.43% |
| Prior Year Adj/ Encumbrances | 134,464 | | | | |
| Ending Fund Balances | 61,138,907 | 45,667,247 | 17,610,745 | (28,056,502) | (61.44%) |
| Total Expenditures, Appropriations and Fund Balance | \$296,007,302 | \$308,729,358 | \$331,789,716 | \$23,060,358 | 7.47% |

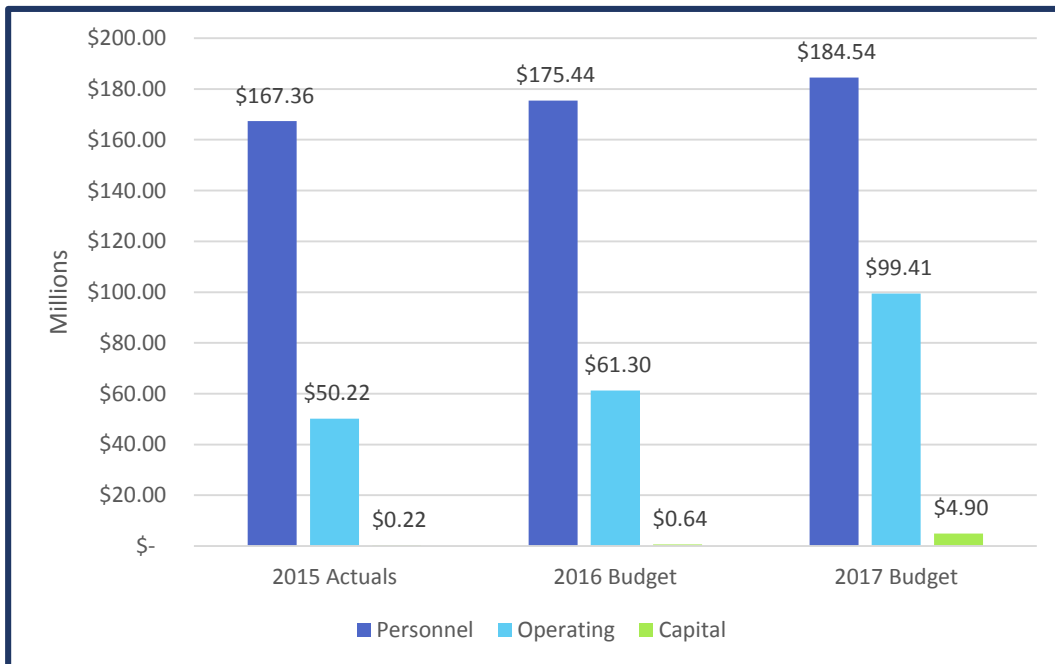
FISCAL YEAR 2017 BUDGET APPROPRIATIONS – \$314,178,971



GENERAL FUND TYPE

SUMMARY FOR FISCAL YEAR 2017 BY CHARACTER

| PROGRAM | FY 2015 Actuals | Operating Budgets | | Changes | |
|----------------------------------|----------------------|----------------------|----------------------|---------------------|---------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Personnel | \$167,368,862 | \$175,444,307 | \$184,547,479 | \$ 9,103,172 | 5.19% |
| Operating | 50,215,707 | 61,301,551 | 99,194,592 | 37,893,041 | 61.81% |
| Capital | 228,861 | 644,919 | 4,971,924 | 4,327,005 | 670.94% |
| Total Budgets and Actuals | \$217,813,430 | \$237,390,777 | \$288,713,995 | \$51,323,218 | 21.62% |





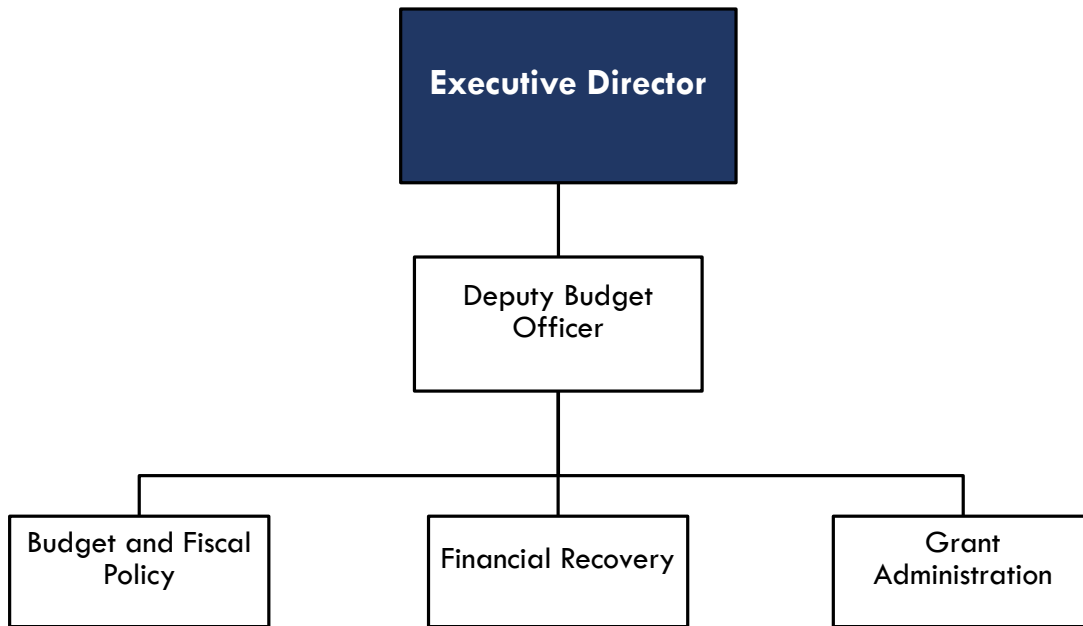
General Government



**GENERAL GOVERNMENT
FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
WITH COMPARATIVE BUDGETS BY DEPARTMENTS**

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|------------------------------------|---------------------|----------------------|----------------------|----------------|
| 96 | Budget & Fiscal Policy Department | \$ 1,351,809 | \$ 1,921,114 | \$ 1,986,500 | 3.40% |
| 103 | Community Donation Accounts | 465 | 6,381 | 4,981 | (21.94%) |
| 104 | Community Services | 257,726 | 366,671 | 404,190 | 10.23% |
| 107 | County Administrator's Office | 796,371 | 1,085,181 | 740,262 | (31.78%) |
| 110 | County Auditor | 4,370,821 | 4,603,699 | 4,604,122 | 0.01% |
| 115 | County Clerk | 2,709,363 | 2,900,576 | 2,888,248 | (0.43%) |
| 122 | County Judge and Commissioners | 1,258,274 | 1,306,859 | 1,304,886 | (0.15%) |
| 134 | District Clerk | 4,510,081 | 4,858,520 | 4,800,693 | (1.19%) |
| 139 | Domestic Relations | 1,729,309 | 1,912,557 | 1,904,594 | (0.42%) |
| 145 | Elections | 1,312,394 | 1,794,162 | 1,743,530 | (2.82%) |
| 149 | Fleet Management | 29,976 | 458,229 | 511,077 | 11.53% |
| 153 | General and Administrative Account | 11,102,974 | 21,979,016 | 63,605,295 | 189.39% |
| 155 | Grant Matches and Transfers Out | 2,276,019 | 5,607,917 | 2,993,580 | (46.62%) |
| 156 | Human Resources | | | | |
| | Human Resources | 1,723,710 | 1,909,310 | 2,064,758 | 8.14% |
| | EHN Contract | 258,069 | 347,587 | | (100.00%) |
| | Risk Pool | | 59,202 | 60,559 | 2.29% |
| | West Texas Comm | 199,814 | 221,972 | 221,426 | (0.25%) |
| 164 | Information Technology | 9,014,968 | 9,705,216 | 10,439,936 | 7.57% |
| 171 | Project Future | 20,736 | 23,246 | 19,673 | (15.37%) |
| 173 | Public Works | | | | |
| | Building Maintenance & Gen | 3,659,050 | 4,610,812 | 4,677,877 | 1.45% |
| | El Paso County Mobility | | 2,301,250 | 3,000,000 | 30.36% |
| | Graffiti Wipe Out | | 37,384 | 65,588 | 75.44% |
| | Park Garage Maint & Operations | 129,936 | 243,395 | 143,020 | (41.24%) |
| | Road & Bridge Administration | 1,306,703 | 1,519,029 | 1,890,611 | 24.46% |
| 184 | Purchasing | 1,276,446 | 1,614,289 | 1,597,543 | (1.04%) |
| 188 | Tax Assessor Collector | 3,539,203 | 3,711,089 | 3,670,218 | (1.10%) |
| | | | | | |
| | Totals | \$52,834,217 | \$ 75,104,663 | \$115,343,167 | 53.58% |

BUDGET & FISCAL POLICY DEPARTMENT



MISSION STATEMENT

The Office of Budget and Fiscal Policy strives to ensure fiscal transparency and accountability, and to promote the linkage of the budget process with the strategic plans of the Commissioners Court while simultaneously managing County resources and meeting the needs of our growing community.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Budget and Fiscal Policy department was established in Fiscal Year 2015. The Budget Department is made up of the Budget Division, Grants Administration Division, and Financial Recovery. The Budget division is responsible for preparing a proposed county budget that reasonably illustrates actual or estimated expenditures as well as resources for the year. This includes coordinating departmental budget workshops and updating fiscal and budget policies and procedures, providing guidance and advice to all County department managers, elected officials, and department heads on the financial conditions of their respective departments. Throughout the year we strive to manage the budget to best meet the needs of the departments so they may deliver their services to the citizens in our community in the most fiscally responsible manner possible. We will provide innovative solutions that empowers our workforce to develop the most cost effective means of accomplishing the county's goals, while maintaining the highest degree of transparency and further strengthening our accountability. Grants Administration is responsible for researching and applying for grants that are in alignment with the County's Strategic Plan and that offer the least cash match amounts.

BUDGET & FISCAL POLICY DEPARTMENT

GOALS AND OBJECTIVES

GOAL: To enhance financial stability with an emphasis on cost control and program efficiency

OBJECTIVE: To maintain and enhance the County's AA Bond Rating

GOAL: To provide proactive oversight in the day to day operations of County government and the resources required for the conduct of business.

OBJECTIVE: To continue a fiscally sound approach to County finances to ensure that expenditures do not exceed the resources available and a balanced budget is maintained

GOAL: To continue progress toward enhanced use of program measurements in the budget and operational decision making process and move towards a sustainable model.

OBJECTIVE: To measure and link departmental outcomes to county-wide strategies

GOAL: Assess fees and costs in an accurate and timely manner

OBJECTIVE: Ensure maximum recovery of costs for the County via an efficient collections process within adopted budget parameters.

GOAL: Examine all business processes, particularly those that relate directly to the court, to determine and implement ways to improve efficiency.

OBJECTIVE: Continuously enhance the use of technology to measure activity in relationship to collections and non-financial performance measures.

GOAL: To ensure that the county is pursuing grants with a favorable impact to the County and in alignment with the County's Strategic plan.

OBJECTIVE: To maintain a rate of return of \$1.57 for every County dollar invested; to seek majority of grants with less than a 25% match requirement from the County.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Maintained the Property Tax Rates County-wide and adopted a rate below the effective tax rate for the second year in a row.
- Adopted the Fiscal Year 2017 budget in accordance with statutory requirements
- Set up trainings for County departments on how to process budget amendments through the new financial system MUNIS
- Created and made available a database that includes all detailed information of each grant the County of El Paso has been awarded. This is an ongoing operation that will get updated yearly.
- An indirect cost rate was established for state grants that will be used to negotiate for the next funding cycle.

BUDGET & FISCAL POLICY DEPARTMENT

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Budget Amendments - court approved | 80 | 72 | 55 | 52 |
| Budget Amendments - internal | 71 | 60 | 44 | 40 |
| Budget value reviewed by Analyst | \$114,356,872 | \$107,619,527 | \$98,482,440 | \$133,355,072 |
| Policies Reviewed | 5 | 5 | 3 | 3 |
| Outcomes: | | | | |
| Lowered number of line items processed (increased adoption Accuracy) also more efficient Budget Results | 25% Less | 12.5% Less | N/A | 12.5% Less |
| General Fund Unassigned Fund Balance | 17.5% | 10-15% | 15% | 10-15% |
| GFOA Distinguished Budget Award | NO | YES | YES | YES |
| Number of grant awards (Federal, State, & Local) | 70 | 50 | 57 | 50 |

JUDGING SUCCESS

One of the county's goals is: **Financially Sound County Government**. The Budget department reviews all requested original budgets in addition to subsequent transfers throughout the year to ensure that spending related to requested transfer is reasonable and necessary. Adopting the budget and the conduct of day to day operations that resulted in a strong fiscal year end position are also in alignment with this goal.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During FY2016 the County Administration Office, in coordination with the Human Resources Department, underwent an office reorganization which included the transfer of two Grant Administrators, one Grant Writer, and one Analyst, Intermediate position into the Budget & Fiscal Policy Department for no overall increase to the County budget.

BUDGET & FISCAL POLICY DEPARTMENT

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 357,353 | \$ 672,793 | \$ 917,326 | 36.35% |
| Operating | 4,589 | 15,032 | 15,414 | 2.54% |
| Capital | | | | - |
| Totals | <u>\$ 361,942</u> | <u>\$ 687,825</u> | <u>\$ 932,740</u> | 35.61% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 6 | 10 | 11 | 10.00% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>6</u> | <u>10</u> | <u>11</u> | 10.00% |

Authorized Position Detail

| | | | |
|------------------------|---|-----------------------|---|
| Analyst, Intermediate | 1 | Deputy Budget Officer | 1 |
| Budget Analyst, Interm | 3 | Executive Assistant | 1 |
| Budget Analyst, Senior | 1 | Grant Administrator | 2 |
| Budget Exec Director | 1 | Grant Writer | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

FINANCIAL RECOVERY DIVISION

MISSION STATEMENT

To provide optimal financial services to the County of El Paso by recovering monies that have been imposed during the judicial process. As a division of the Budget and Fiscal Policy Department, we will be results-driven in responding to the demands of citizens, taxpayers, and County entities. In doing this, the financial position and partnerships will be strengthened in an unparalleled manner with an effective and solution-oriented team of employees.

BUDGET & FISCAL POLICY DEPARTMENT

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Financial Recovery Division was established in Fiscal Year 2015. The Financial Recovery Division is responsible for the recovery of monies from those that have exhausted resources throughout the judicial process. The authorization for the recovery of spent resources is by court order; these resources are initially funded by taxpayers. It is the Financial Recovery Division's responsibility to maximize the recovery of fees, minimize the stress on tax payers and in turn, strengthen the County's budget to optimize services to the public. Throughout the year we strive to increase returns by exploring every revenue stream, continuously develop procedures to raise efficiency and reduce cost. We strive to enhance our cooperation and partnerships with other County departments, all in effort to maximize productivity and provide greater service.

GOALS & OBJECTIVES

GOAL: Occupy the leading role in comprehension and compliance of the new Collection Improvement Program issued by the Texas Office of Court Administration (OCA).

OBJECTIVE: Increase knowledge of new practices and procedures by maintaining communication and relationships with the judiciary to ensure the County of El Paso remains successful in its compliance with OCA.

GOAL: Effectively reduce operation costs.

OBJECTIVE: Collaborate with other county entities by consolidating resources and reduce unnecessary practices by centralizing certain operations while also reducing internal costs.

GOAL: Adamantly pursue outstanding debt.

OBJECTIVE: Increase number of all criminal and civil delinquent cases referred to third party collection agency and maximize consistency and effectiveness by consolidating recovery efforts.

GOAL: Offer awareness, convenience, and innovative technology for litigants in order to promote compliance.

OBJECTIVE: Market alternative payment methods such as, implementation of kiosks and developing a user-friendly website to provide convenience and quality service to the community.

BUDGET & FISCAL POLICY DEPARTMENT

GOAL: Augment transparency and foster performance measures in relation to the fees imposed throughout the judicial process.

OBJECTIVE: Provide informative performance reports to the judiciary and other county entities in order to evaluate performance and maximize the highest level of production and continuously seek innovative methods to improve efficiency.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| New cases referred to collections | 10,767 | 11,843 | 13,463 | 14,809 |
| Number of active cases | 17,436 | 15,692 | 10,417 | 9,375 |
| Outputs: | | | | |
| Number of cases maintained per staff | | | | |
| Downtown – criminal | 9,516 | 8,565 | 5,545 | 4,990 |
| Downtown – civil | 2,310 | 2,079 | 1,689 | 1,520 |
| Annex’s | 5,517 | 4,965 | 3,183 | 2,864 |
| Average Criminal Case per staff | 1,156 | 1,040 | 672 | 604 |
| Average Civil Case per staff | 578 | 520 | 423 | 380 |
| Outcomes: | | | | |
| Collections (cashier) | \$4,912,113 | \$5,403,324 | \$4,804,883 | \$5,285,371 |
| Collections (web payments) | \$118,037 | \$177,055 | \$201,714 | \$221,885 |
| Close active caseloads (increase collections cashier/Web payment) | | 10%/50% | | 10%/10% |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The Financial Recover Division under the Budget & Fiscal Policy department, formerly known as the County Clerk Criminal Fee Collections Department, salary accounts were adjusted to meet the full year staffing needs for FY17. This division will continue to strive to expand its collection efforts County-wide.

BUDGET & FISCAL POLICY DEPARTMENT

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|------------------|---------------------|--------------------|-------------------|
| Personnel | \$973,733 | \$ 1,201,953 | \$1,022,754 | (14.91%) |
| Operating | 16,134 | 31,336 | 31,006 | (1.05%) |
| Capital | | | | - |
| Totals | <u>\$989,867</u> | <u>\$ 1,233,289</u> | <u>\$1,053,760</u> | (14.56%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 24 | 24 | 24 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>24</u> | <u>24</u> | <u>24</u> | - |

Authorized Position Detail

| | | | |
|---------------------------|----|---------------------------|---|
| Collection Specialist | 19 | Office Specialist, Senior | 2 |
| Collections & Acctng Mgr. | 1 | Office Supervisor | 1 |
| Office Specialist, Intern | 1 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COMMUNITY DONATIONS

PROGRAM DESCRIPTION

The Community Donations Accounts is made up of 346DC Community Partners Veterans Court Program, Friends of the Lake and Quality of Life accounts which are funds received from citizens of the County of El Paso. These accounts are dependent solely on donations, partnerships, and other ways to funds projects without using taxpayer money in the process. The Friends of the Lake is an initiative that was created with the ambition to have additional funding sources to utilize during youth and parent camp out nights at Ascarate Park. The Quality of Life initiative was started to allow for providing activities to the Citizens at various locations throughout the County.

| | 2015 | 2016 | 2016 | 2017 |
|--|---------|--------|---------|--------|
| Department Activity | Actuals | Target | Actuals | Target |
| Department activity is reflected under the County Judge and Commissioners | | | | |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

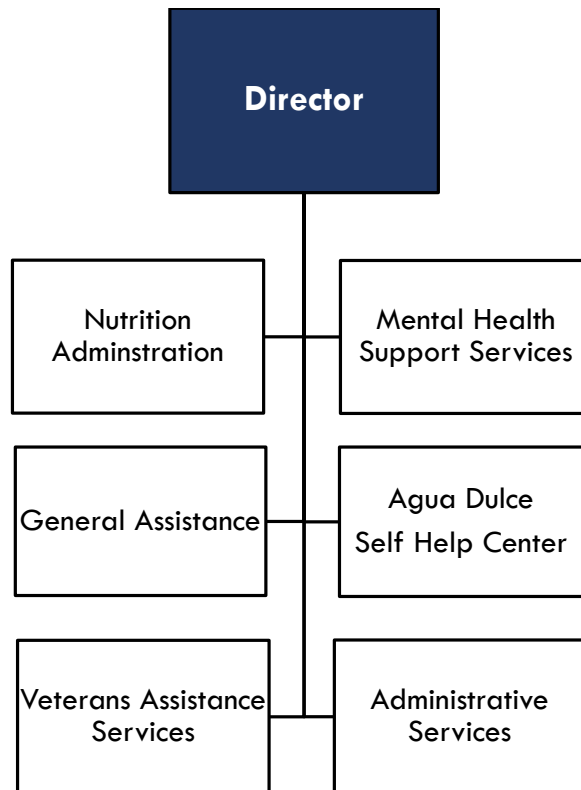
All accounts are budgeted based on actual donations received and expenses incurred during fiscal year 2016.

| Financial Trends | | | | |
|------------------|-----------------|----------------|----------------|-------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | | | | - |
| Operating | \$ 465 | \$ 6,381 | \$ 4,981 | (21.94%) |
| Capital | | | | - |
| Totals | \$ 465 | \$ 6,381 | \$ 4,981 | (21.94%) |

| Staffing Trends | | | | |
|----------------------|---------------|----------------|---------------|-------------------|
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

| Authorized Position Detail |
|----------------------------|
| Not Applicable |

COMMUNITY SERVICES



MISSION STATEMENT

To build trust, adapt to an evolving community and provide a safe and healthy quality of life to El Paso County families.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Community Services Department is comprised of the General Assistance program, Community Development, Nutrition Administration, Mental Health Support Services and Veterans Assistance Services. These programs provide a range of services that support, nurture, and build the capacity of County residents to enjoy a safe and healthy quality of life.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Successfully consolidated with the former Mental Health Support Services Department
- Completed entire department move from the MDR to the Family Youth Services Center
- Created a new Behavioral Health Support Services Division and expanded care management services to the entire Community Services divisions and County offices

COMMUNITY SERVICES

- Worked with Human Resources to complete a department-wide reorganization that involved new position classifications, title and salary changes to ensure fair and equitable compensation of employees in relation to their duties.
- Assembled strong professional management team to head divisional programs and share on the day-to-day operational tasks so that the Director can focus on the Department's strategic issues
- Expanded department's outreach efforts to promote county services by participating in county-wide wellness and community fairs
- Developed the Department's first ever strategic plan that will provide a unified sense of direction, outline measurable goals and guide day-to-day decisions.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During Budget Hearings for FY17 Commissioners Court approved a department wide reorganization for Community Services and related departments resulting in overall savings to the County.

| Financial Trends | | | | |
|------------------|-----------------|----------------|----------------|-------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | \$ 252,989 | \$ 357,209 | \$ 395,328 | 10.67% |
| Operating | 4,737 | 9,462 | 8,862 | (6.34%) |
| Capital | | | | - |
| Totals | \$ 257,726 | \$ 366,671 | \$ 404,190 | 10.23% |

| Staffing Trends | | | | |
|----------------------|---------------|---------------|---------------|-------------------|
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
| Full-Time Employees | 4 | 4 | 6 | 50.00% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 4 | 4 | 6 | 50.00% |

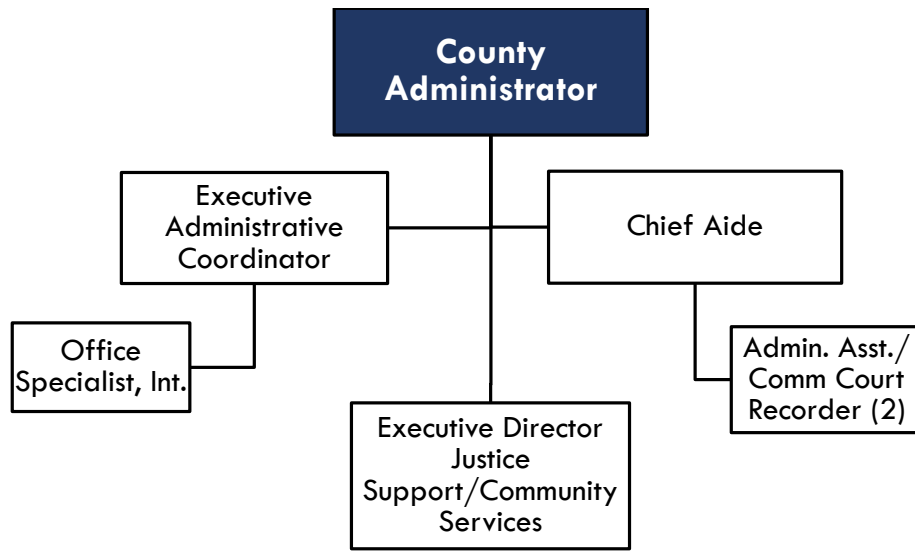
COMMUNITY SERVICES

| Authorized Position Detail | | | |
|----------------------------|--|--|--|
|----------------------------|--|--|--|

| | | | |
|---------------------------|---|---------------------------|---|
| Admin Specialist, Intern | 1 | Eligibility Officer Inter | 1 |
| Care Manager, Int (Grant) | 1 | Executive Director (CS) | 1 |
| Comm Services Prog Mgr | 2 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNTY ADMINISTRATOR'S OFFICE



MISSION STATEMENT

To provide effective, efficient, responsive and quality services to the citizens of El Paso County by supporting and executing Commissioners Court policies and priorities, providing organizational direction and leadership and accountability for results, coordinating strategic planning efforts, and fostering efficient and effective management of county workforce and activities.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

In addition to administering and implementing Commissioners Court policies, the County Administrator's Office is responsible for the oversight of day-to-day operations and management of a broad range of services provided by El Paso County's various departments.

GOALS AND OBJECTIVES

GOAL: Financially Sound County Government

OBJECTIVE: Judicial System Reform – 2 Additional Measures

OBJECTIVE: County Owned Properties/Land Under Trust Inventory and Direction

GOAL: Professional, Effective County Organization

OBJECTIVE: County Government Reorganization Plan

GOAL: Strong Growing Economy

OBJECTIVE: County Economic Development Director Hired

OBJECTIVE: Obtain Direction on Soccer Arena/Team Attraction Strategy

COUNTY ADMINISTRATOR'S OFFICE

GOAL: Vibrant Community

OBJECTIVE: Hotel Occupancy Tax Policy Update

OBJECTIVE: Regional Services Summit

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Employee Healthcare Cost Containment
- County Government Reorganization Plan
- Public Works Assessment and Reorganization
- Employee Training and Development Plan
- Audio/Video positions filled to free resources for County Website upgrade
- County Community Events/Festivals Policy and Guidelines – updated, including fee schedule
- Hired Criminal Justice Coordination Director
- Court approval of reorganization of Mental Health Support Services into Community Services and focus on coordination of care versus direct treatment.
- Implementation of new contracts for medical and mental health care providers in County detention facilities, in partnership with El Paso County Sheriff's Office and as approved by Commissioners Court.
- Updated Judicial Management Measures – 3 shared measures
- Set up and implementation of Commissioners Court guidance to newly created Veterans Advisory Board
- Implemented County Star Stay Interviews
- Court adoption of Economic Development Action Agenda
- Implemented new approaches to FY17 Budget Process (Revenue first, Budget Register, Policy-oriented)
- Implementation of Agenda Review Team
- Opening of 3 new County annexes: East, Northwest, and Ascarate
- Completion and Rededication of County Sportspark
- Completion of a study on the cost of housing federal inmates (leading to an additional study for completion in FY17)

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During Fiscal Year 2016 the County Administration Office, in coordination with the Human Resources Department, underwent an office reorganization which included the transfer of the Contracts Division to the Human Resources Department and the transfer of the Grants Administration Division and an Analyst, Intermediate to the Budget and Fiscal Policy Department for no overall budget increase.

COUNTY ADMINISTRATOR'S OFFICE

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 723,705 | \$ 1,005,903 | \$ 668,984 | (33.49%) |
| Operating | 72,666 | 79,278 | 71,278 | (10.09%) |
| Capital | | | | - |
| Totals | \$ 796,371 | \$ 1,085,181 | \$ 740,262 | (31.78%) |

Staffing Trends

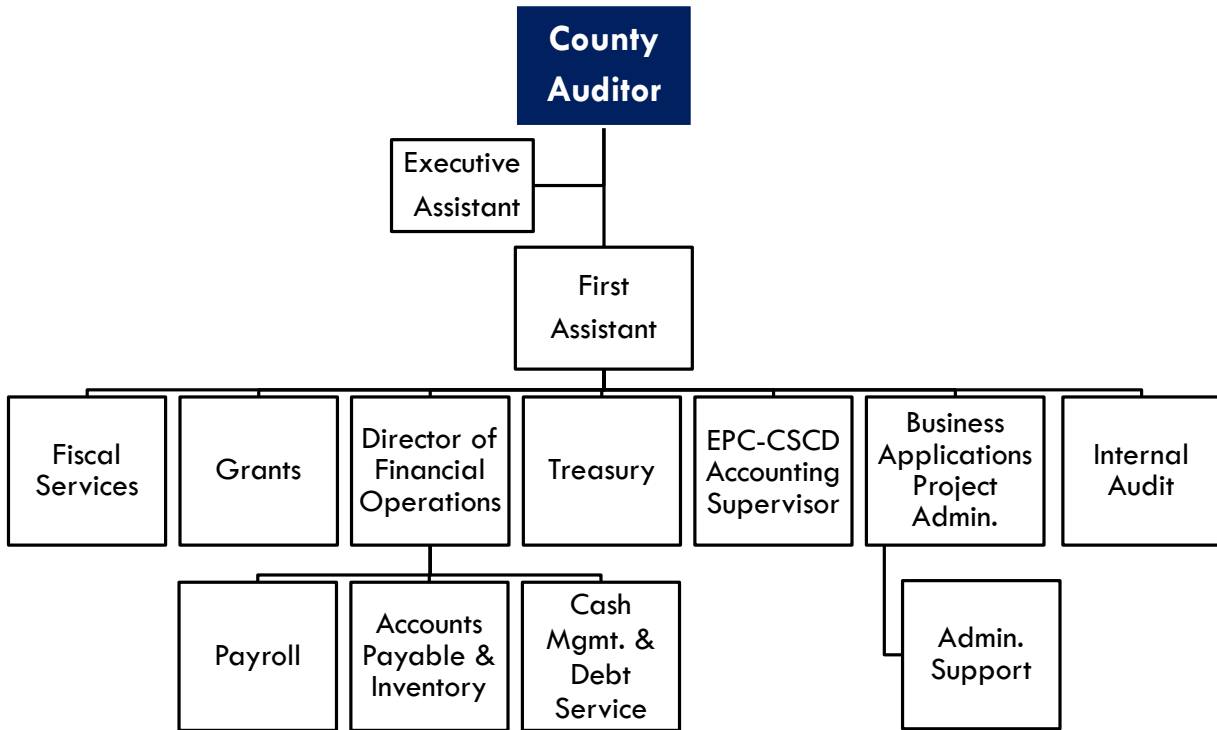
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 9 | 6 | 6 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 9 | 6 | 6 | - |

Authorized Position Detail

| | | | |
|------------------------------|---|---------------------------|---|
| Ad.Asst./Comm's.Ct.Record | 1 | Executive Director | 1 |
| Chief Administrator | 1 | Office Specialist, inter. | 1 |
| Executive Admin. Coordinator | 1 | Project Specialist | 1 |

* Refer to Appendix A for detail on personnel changes for this Department

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 & RESPONSIBILITIES

The County Auditor is the Chief Financial Officer of the County and is appointed for a two-year term by the State District Judges in El Paso County. Duties of the County Auditor include prescribing the accounting and payroll systems, financial management and reporting, 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. The Auditor estimates all revenues and provides input for 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.

COUNTY AUDITOR

GOALS AND OBJECTIVES

GOAL: To provide timely financial data and implement operational procedures that will result in greater efficiency in operations.

OBJECTIVE: To close the fiscal month within ten working days after each month to ensure timely financial data is available.

OBJECTIVE: To have the monthly financial report ready for the Commissioners Court agenda by the twentieth working day of each month.

GOAL: To achieve the GFOA Certificate of Excellence in Financial Reporting demonstrating financial reports are prepared in the spirit of transparency and full disclosure ensuring users of the financial statements have the information they need to assess the financial health of the County.

OBJECTIVE: To receive the GFOA Certificate of Excellence in Financial Reporting by assuring the CAFR meets the standard of excellence.

GOAL: To continue to improve the County's financial position and safeguard the County's assets.

OBJECTIVE: To work with the Commissioners Court to ensure that the County's fund balance equals or exceeds projected cash needs for operating obligations of the first fiscal quarter, or 10%-15% of the General Fund adopted operating budget or to projected cash needs for the first fiscal quarter to meet operating obligations.

OBJECTIVE: To perform all statutorily required audits and other high risk assessed departments within the fiscal year to ensure 100% required audits completed safeguards assets.

GOAL: To support the County with a financial management system that facilitates efficient and effective organizational communication and self-service opportunities to all departments.

OBJECTIVE: To meet target Phases 2-4 completion date for the ERP system during fiscal year 2017 to provide communication and self-service opportunities for all departments.

GOAL: To evaluate ERP System Business Processes, Security and Controls Design for overall internal control adequacy and efficiency enhancement (Financial, Purchasing, Budget, Payroll, Human Resources)

OBJECTIVE: To evaluate adequacy of ERP System modules internal control to mitigate risk and strengthen internal control.

GOAL: To provide financial training regarding various ERP Modules, County Auditor Business Processes/Practices, County Auditor-New Employee Orientation, etc.

COUNTY AUDITOR

OBJECTIVE: To promote understanding of County Government statutes and business practices and increased utilization of ERP and education of stakeholders.

FISCAL YEAR 2016 ACCOMPLISHMENTS

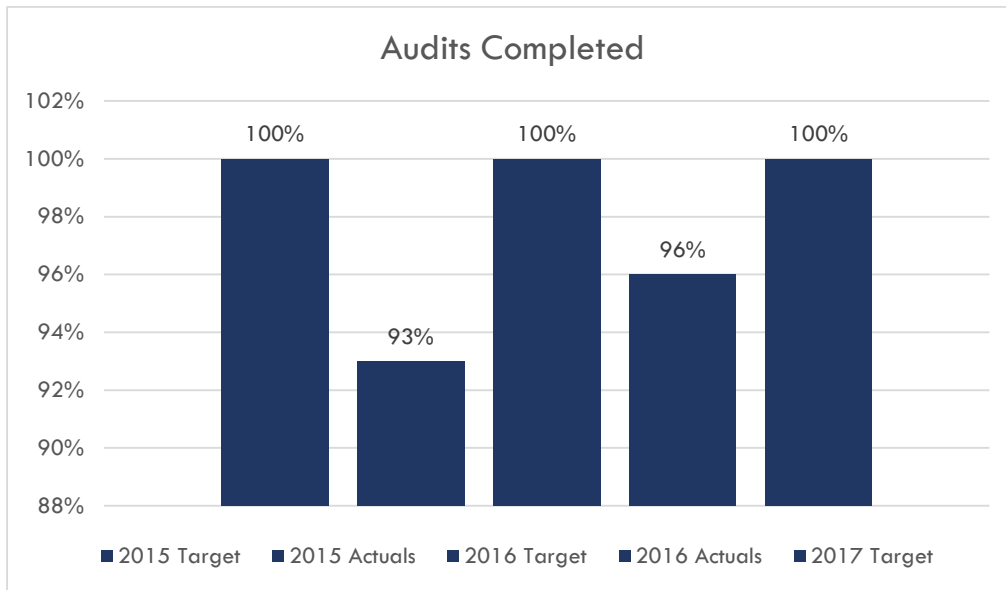
- The GL/Purchasing Modules of MUNIS, the new ERP system, were successfully set up, tested and ready for implementation October 1, 2016.
- County departments were successfully trained on MUNIS requisitions, cashiering, and billing prior to Go-Live.

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|--------------------------|-----------------------------------|--------------------------|
| Outputs: | | | | |
| Months closed within six working days | 9 | 12 | 7 | N/A |
| Months closed by 10th working day of each month | | | | 11 |
| Monthly Financial reports ready for Commissioner's Court agenda by third Tuesday of each month | 11 | 12 | | N/A |
| Monthly Financial reports ready for Commissioner's Court agenda by 20 th working day of each month | | | | 12 |
| Comprehensive Annual Financial Report (CAFR) | | GFOA CAFR Award received | Pending Submission as of 11/18/16 | GFOA CAFR Award received |
| Fund balance at fiscal year-end equals 10-15% of adopted operating budget | 17.50% | 10-15% | 24.5% (unaudited) | 10-15% |
| 23 statutory audits and 5 high risk audits completed (2015 22 statutory and 5 high risk) | 93% | 100% | 96% | 100% |
| Increase of 482 hours of staff training | | 1928 total hours | 1980 total hours | N/A |
| ERP Implementation Phase 1 FY16 Q4, Phases 2-4 go-live in FY17 Q1, Q2, and Q3 respectively | | FY16 Q4 | Phase 1 October 2016 | FY17 Q1, Q2, Q3 |

COUNTY AUDITOR

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--------------------------------|-----------------|----------------|-----------------|----------------|
| Outputs: | | | | |
| System Assessment Reports | N/A | N/A | N/A | 5 |
| Conducted XX training sessions | N/A | 2 | 3 | 6 |
| <i>(List by Topic)</i> | | | | |



JUDGING SUCCESS

One of the county’s goals is: **Financially Sound County Government**. The County Auditor intends to improve the County’s financial position and safeguard the County’s assets by maintaining an audit clearance rate at or above 100%. Additionally, the County Auditor’s Office in coordination with the Budget and Fiscal Policy department, the Commissioners Court, and all departments, maintained the target level of fund balance for fiscal year 2016 and intends to meet this target in 2017.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 4,330,990 | \$ 4,539,696 | \$ 4,538,073 | (0.04%) |
| Operating | 39,831 | 64,003 | 66,049 | 3.20% |
| Capital | | | | - |
| Totals | <u>\$ 4,370,821</u> | <u>\$ 4,603,699</u> | <u>\$ 4,604,122</u> | 0.01% |

COUNTY AUDITOR

Staffing Trends

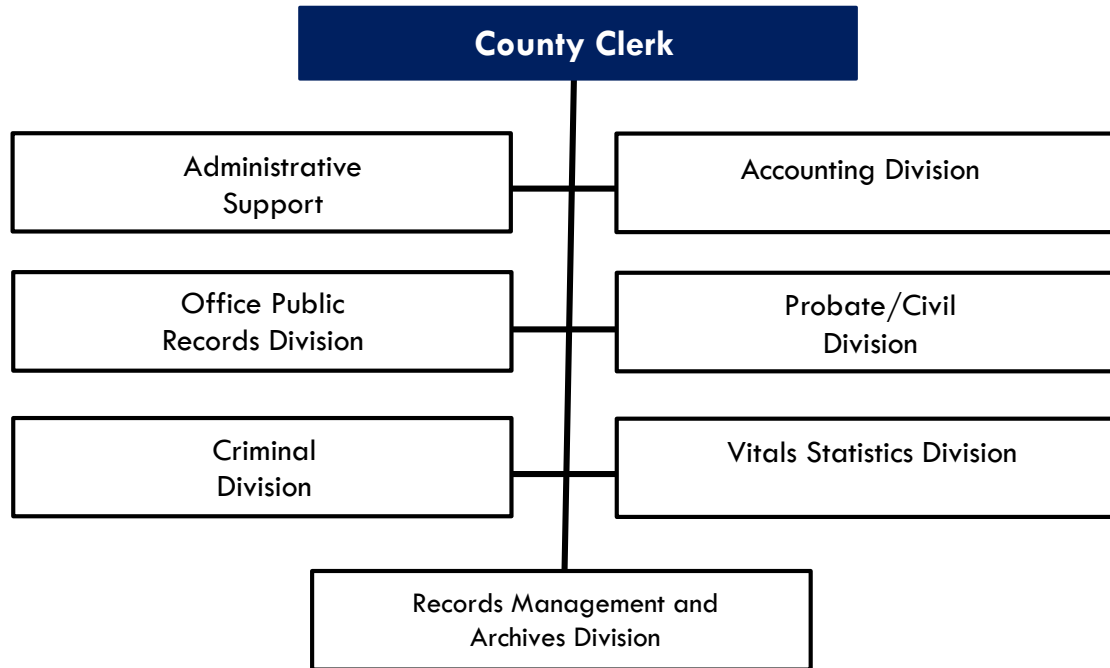
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 53 | 55 | 55 | - |
| Part-Time Employees | 2 | 2 | 2 | - |
| Temporary Employees | | | | - |
| Totals | 55 | 57 | 57 | - |

Authorized Position Detail

| | | | |
|-----------------------------|----|---------------------------|---|
| Account Clerk | 3 | County Auditor | 1 |
| Account Clerk, Interm. | 4 | County Auditor First Asst | 1 |
| Accountant Senior | 7 | County Auditor Manager | 4 |
| Accountant, Intermediate | 13 | County Auditor Mgr. Sr. | 4 |
| Accounting Generalist | 3 | Dir. Of Financial Oper. | 1 |
| Acct. Data Entry Operator | 2 | Executive Assistant | 1 |
| Acct. Data Entry Oper (PR) | 2 | Internal Auditor Senior | 1 |
| Adm. Asst./Sr. Website Writ | 1 | Internal Auditor, Interm. | 7 |
| Bus. App. Project Admin. | 1 | Office Specialist | 1 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017

COUNTY CLERK



MISSION

The mission of the County Clerk is to secure, preserve, and generate public and vital records, upholding the highest standards of integrity as public servants and maximizing the use of technology and e-government services, while providing the utmost accurate, professional and efficient service to our community.

VISION

The County Clerk's Office strives to provide the best practice in recording, preservation and maintenance of all records under the custody of the Clerk created by El Paso County Government. The services we provide will be enhanced through the use of technology to improve the techniques and resources required to obtain and deliver optimal information to the citizens of El Paso County. We will continue to adequately train our staff members to better equip them to excel in performing their duties and render services in compliance with legislative requirements and standards set by the Texas State Commission and Statutes.

PROGRAM DESCRIPTION

The Office of the County Clerk is the official custodian and archivist of public records, vital statistics, and all other governmental records for the County of El Paso. The County Clerk also serves as the judiciary clerk for all Criminal Misdemeanors, Civil Misdemeanors, and Probate Courts and as the ex-officio clerk for Commissioners Court.

The records the Clerk is responsible for are inclusive of Official Public Records (referred to below as OPR) such as deeds, release of liens, abstracts of judgments, federal tax liens, and assumed

COUNTY CLERK

name registries. It also ensures that the maintenance, preservation, microfilming, destruction or other disposition of all County records are carried out in accordance with the policies and procedures of the Texas State Library and Archive Commission and the requirements of subtitle 203.023 of the Texas Local Government Code. The Vital Statistics Division of the County Clerk preserves, safeguards, records all vital statistic records and makes them accessible to the public.

The County Clerk's judicial responsibilities are to index and preserve the filing of all criminal misdemeanors, criminally related civil matters and appeals to include the issuance of all judiciary processes. In civil matters, the County Clerk opens, maintains, collects applicable fees, and closes the cases for the County Courts at Law, which have been set for appeal by lower courts. Additionally, the Probate section is responsible for effectively indexing and preserving all probate, guardianship, and mental health cases for two Statutory Probate Courts.

The Accounting Division of the County Clerk's Office secures, verifies and reconciles all funds collected to ensure that they are adequately managed. It is in charge of all inventories within the office, the distribution of cash bonds and Probate release of funds plus monthly and yearly financial reporting to the Internal Auditors Department.

GOALS AND OBJECTIVES

GOAL: (Accounting Division) - To secure and verify all funds collected, while upholding standards of integrity and transparency.

OBJECTIVE: The collection of all funds are verified by the Accounting Division to ensure that each cashier's revenue balances to the cashiering system's daily reports.

OBJECTIVES: A daily deposit is made and daily reports are submitted to the County's Auditors to report the amount of funds collected.

GOAL: (Probate Division) - To assist the public and the County Courts at Law Judiciary in civil claims and appeals received from Justice of the Peace with cases that do not exceed \$10,000.00.

OBJECTIVE: Inform the various parties involved or affected via certified mail of the requirements and procedures associated with the filing of a Civil case.

GOAL: (Archives Division) - To index and preserve the filing of all criminal misdemeanor cases and the issuance of court records.

OBJECTIVE: Upon receiving and the filing of any legal document it is preserved by being electronically imaged and entered into the Judiciary System.

OBJECTIVE: The legal document is physically stored in the corresponding criminal file.

COUNTY CLERK

GOAL: (Probate Division) - To assist the citizens of El Paso County with access to probate and guardianship records and provide a prompt, courteous and precise response to public inquiries.

OBJECTIVE: A public computer is made available to the public for researching purposes.

OBJECTIVE: The I-Docket System is used to facilitate the research process to provide a precise response the public's inquiries.

OBJECTIVE: A record request link is available through the Department's website to allow for a prompt and courteous response to electronic requests.

GOAL: (Official Public Records) - To efficiently manage the filing of official public documents, the archival for retrieval and transcribing and editing of such contents, while safeguarding the information for use by those authorized in the general public and other County Departments or agencies.

OBJECTIVE: Information is safeguarded by always requesting a valid state ID for the retrieval of personal or immediate family members DD214's and Assumed Name documents.

OBJECTIVE: Original signatures and the notarized information on documents is always verified by the clerk to ensure that they are similar on all document prior to proceeding with the filing of documents in an attempt to stop fraudulent filing.

GOAL: (Archives Division) - To preserve and safeguard all County records designated to the County Clerk's Office for archiving and safekeeping.

OBJECTIVE: Files are stored in a secured ware house, where a magnetic key is required for entry, and a close circuit camera system is in place.

OBJECTIVE: A visitor is required to sign in when visiting the storage area.

OBJECTIVE: PSLAC Emergency Preparedness Guidelines and PSLAC Retention and Destruction Guidelines are practiced by the Archives Department to secure the files stored in the ware house.

OBJECTIVE: Have utilized a professional document preservation service company to image approximately 2,235 historical records to date.

GOAL: (Vitals Division) - To provide certified copies of birth and death certificates, prepare and issue formal and informal marriage applications and accurately record vital records that occur in El Paso County.

OBJECTIVE: An application for a marriage license is initially reviewed by the clerk to verify that all required information has been provided.

COUNTY CLERK

OBJECTIVE: When a marriage license is being recorded and filed by an applicant, the information is once again reviewed for proper data entry and documentation of information into the recording system.

OBJECTIVE: An application for birth or death certificates is reviewed to ensure that all provided information is accurate and matches the information found on the birth or death certificate. The clerk will also conduct further research when needed to ensure that an applicant is a true and qualified applicant to retrieve the document.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Updated and re-submitted a new Records Management Policy with the Texas State Library and Archives Commission updating the verbiage and designation of Mrs. Delia Briones as the Records Management Officer for all County Departments.
- The County Clerk's Department has ensured that all employees working with MUNIS, the new financial computer software, are trained to adequately navigate and use the system.
- Improved the return time on the Map/Plat request by digitizing and cataloging approximately 6,000 maps.
- The "2016 Tyler Excellence Award" was presented to the Civil Division and Criminal Division in recognition of leadership, innovation and excellence for developing, deploying and maintaining the Odyssey software in new and innovative ways. These divisions were 1 out of 5 Counties in the State of Texas and 1 out of 9 Counties Nationwide recognized for this accomplishment.
- The Criminal Division completed the implementation of the Criminal E-Filing process for the Judiciary and attorneys prior to the July 2017 State mandate. This process allowed for an easier transition of the e-government service and procedure, which provides a 24/7 access to file documents with the County Clerk's Office.
- In collaboration with the County Attorney's Office, State and Federal Law Enforcement Agencies and the State District Court, the Official Public Records Division was 1 of 15 Counties recognized for "Best Practices on Sovereign Citizen Filings" by the TEXAS ASSOCIATION OF COUNTIES - Awards Program. The award recognized the changes made to the processing of filings that are believed to be fraudulent and for the effort made by the division to safeguard legal information and its use. The systematic approach allowed for the research and the removal of sovereign filings dated as far back as 2007.
- Due to advancements in technology and electronic recordings, these services have been expedited and the County Clerk's Office is indexing in real time; making records available within hours of filing.

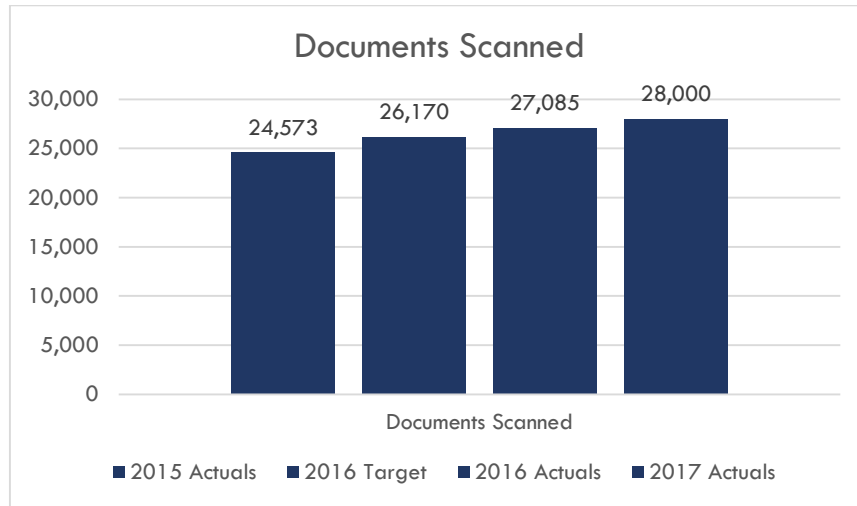
COUNTY CLERK

- The Vitals Division received the Five Star Service Award in recognition of their efforts of going above and beyond the duties of accurately recording vital records and for keeping up with the latest legislation and trends, which affect the division.
- The Probate Division met the September 2016 Office of Court Administration deadline per State Mandate Senate Bill 1369 in reporting the Attorney Ad Litem Appointments, Guardian Ad Litem, Guardian (attorneys and private professionals), Mediators and Competency Evaluators. This report will encompass “all” appointments regardless of the fee amount paid to the Ad Litem, if the Ad Litem Fee exceeds \$1,000.00 a month.

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-------------------------|------------------------|-------------------------|------------------------|
| Outputs: | | | | |
| Archives | | | | |
| Documents Scanned | 24,573 | 26,170 | 27,085 | 28,000 |
| Records Archived | 5,689 | 5,469 | 13,470 | 13,000 |
| County Departments Serviced | 42 | 43 | 43 | 44 |
| Criminal | | | | |
| Time to Prepare Judgments (in mins) | 7 | 10 | 8 | 10 |
| Turnaround Time for Records Requested (in hours) | 48 | 48 | 48 | 48 |
| Scanned documents | 135,326 | 100,000 | 16,375 | 75,000 |
| E-filing of documents | 665 | 665 | 3,561 | 3,561 |
| Probate and Civil | | | | |
| Cases Filed | 3,693 | 6,000 | 4,287 | 6,000 |
| Fees Collected | 340,947 | 450,000 | 400,077 | 500,000 |
| % of Time Spent in Court by Employees | 40% | 40% | 40% | 40% |
| Official Public Records | | | | |
| Assumed Names Filed | 6,300 | 6,700 | 7,030 | 7,100 |
| Property Records Recorded | 91,000 | 92,000 | 92,870 | 93,000 |
| Files Sent for Archiving | 150 | 170 | 123 | 130 |
| Vitals | | | | |
| Birth Certificate Fees Collected | 974,903 | 2,030,000 | 1,101,889 | 2,000,000 |
| Death Certificate Fees Collected | 45,241 | 62,000 | 54,169 | 62,000 |
| Marriage License Fees Collected | 65,820 | 83,000 | 79,686 | 85,000 |
| Avg. Time to Process Birth Certificate Requests (in mins) | 3 | 3 | 3 | 3 |

COUNTY CLERK



Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|---------------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 2,629,818 | \$ 2,761,299 | \$ 2,751,355 | (0.36%) |
| Operating | 79,545 | 139,277 | 136,893 | (1.71%) |
| Capital | | | | - |
| Totals | \$ 2,709,363 | \$ 2,900,576 | \$ 2,888,248 | (0.43%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 60 | 61 | 61 | - |
| Part-Time Employees | 2 | 2 | 2 | - |
| Temporary Employees | | | | - |
| Totals | 62 | 63 | 63 | - |

COUNTY CLERK

| Authorized Position Detail | | | |
|----------------------------|---|---------------------------|----|
| Account Clerk | 1 | County Clerk | 1 |
| Account Clerk, Senior | 2 | Court Clerk | 16 |
| Accountant/Office Manager | 1 | Office Admin./Support Mgr | 1 |
| Accounting Specialist | 2 | Office Specialist, Interm | 19 |
| Admin. Assistant, Senior | 1 | Office Spec, Interm (PR) | 2 |
| Admin. Asst. Intermediate | 1 | Office Specialist, Senior | 10 |
| Administrative Assistant | 1 | Office Supervisor | 4 |
| Chief Deputy | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

COUNTY JUDGE AND COMMISSIONERS

Commissioner 1

Commissioner 2

County Judge

Commissioner 3

Commissioner 4

MISSION STATEMENT

To improve El Paso County by streamlining, reforming and professionalizing the organization; to improve the lives of El Pasoans through greater access to healthcare and other enhanced public services; to help create a local government that influences state and national policy, especially as it relates to the Border; and to help build a local government El Pasoans can be proud of.

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 & RESPONSIBILITY

Often thought of as the county's chief executive officer, a county judge has broad judicial and administrative powers, including serving as the presiding officer of the county's policy-making body, the commissioner's court. The commissioner's court is made up of a county judge and four county commissioners that serve over 835,000 diverse residents. Aside from serving as the presiding officer of the commissioner's court, county judges in Texas have additional specific statutory charges to include: elections, finance, bonds and sureties, court operations, mental health, special districts, general administration and serve as the head of emergency management.

GOALS AND OBJECTIVES

County Judge

GOAL: Serve as an engine and key partner in building a diverse and robust economy and business climate

OBJECTIVE: Restructure El Paso County's incentive policy

OBJECTIVE: Execute the Economic Development Action Agenda which includes addressing the following items:

- Creation of the El Paso County Community and Economic Development Department
- Heritage Tourism and the Mission Trail Development
- Fabens County Airport and Tornillo-Guadalupe Port of Entry Area
- Business Retention and Expansion Plan
- County Coliseum Redevelopment.

OBJECTIVE: Remove barriers and provide assistance to local entrepreneurs looking to expand their current ventures

COUNTY JUDGE AND COMMISSIONERS

- OBJECTIVE:** Remove barriers and provide assistance to local entrepreneurs looking to expand their current ventures
- OBJECTIVE:** Attract business to El Paso and retain our current businesses, especially those headquartered in El Paso
- OBJECTIVE:** Continue to enhance El Paso's transportation options and infrastructure
- OBJECTIVE:** Advance El Paso's role in research, technology and manufacturing in certain sectors.
- GOAL:** Continue building a world class healthcare system in the border region.
- OBJECTIVE:** Supporting the future success of the University Medical Center Clinics opening across El Paso County
- OBJECTIVE:** Support the success and viability of El Paso Children's Hospital, now a subsidiary of University Medical Center.
- GOAL:** Continuing to modernize County government through significant internal reforms.
- OBJECTIVE:** Continue working to ensure that central administration, with a new Chief Administrator, is a success and provides a streamlined approach to County government
- OBJECTIVE:** Continue refining the functions of the Chief Administrators portfolio/office
- OBJECTIVE:** Enhance El Paso County's internal and external emergency preparedness through newly formed policies and practices, to include risk assessments, training, exercises, notifications systems, continuity of operations plans, hazard mitigation, and collaboration amongst all entities, etc
- OBJECTIVE:** Continue working collaboratively with stakeholders on judicial system reforms to include re-entry programs and the federal prisoners/jail facility study
- OBJECTIVE:** Continue working on the infrastructure/service plan for rural area development
- GOAL:** Enhance the quality of life for ALL El Paso residents.
- OBJECTIVE:** Develop strategies for better promoting and enhancing El Paso's natural/historical asset
- OBJECTIVE:** Embark on new projects such as a County Fair, expand Movies by the Lake at Ascarate Park, the County Line Trail System, develop the Regional County Park Plan, Mission Trail Master Plan and Heritage Sites Master Plan
- OBJECTIVE:** Provide public outreach and constituent services which includes providing important information regarding County services, as well as assisting constituents to the best of our ability
- OBJECTIVE:** Continue working with regional stakeholders to address storm water issues in El Paso County and its incorporated municipalities/towns.

COUNTY JUDGE AND COMMISSIONERS

GOAL: Ensure that El Paso County's interests are represented at the state and federal levels.

OBJECTIVE: Continue to ensure El Paso County remains a leader in statewide policy, to include setting an ambitious state legislative agenda;

OBJECTIVE: Hold leadership roles and participate in state and national organizations i.e. the Conference of Urban Counties, National Association of Counties and other policy/legislative working groups.

Precinct 1

GOAL: Perform numerous varied roles and duties that oversee county activity to ensure that county operations run smoothly, and work to ensure that constituent concerns are consistently met.

OBJECTIVE: Make county government accessible by having a satellite office at the Eastside Annex.

OBJECTIVE: Oversee the El Paso County Sportspark.

OBJECTIVE: Assist constituents living outside of the city limits who are without basic water sewer services. Currently working on an upcoming \$8.5 million United States Department of Agriculture (USDA) Wastewater Project for the Desert Acceptance Community.

Precinct 2

GOAL: To work towards giving living wages to all employees of El Paso County

OBJECTIVE: A minimum wage across the county was set at \$10 per hour. In addition, general service employees will receive a four percent wage increase and professional service employees will receive two-and-a-half percent wage increase.

GOAL: To create a link between the local Veteran community and El Paso County Government which will identify service gaps and address them appropriately.

OBJECTIVE: The creation of the Veterans Advisory Board will allow the local Veteran community to reach out to El Paso County government to identify gaps in services provided to the Veteran community. The five-person board will be composed of Veterans and spouses of Veterans willing to volunteer their time, knowledge, and expertise of Veterans' issues. The board will meet on a monthly basis and will develop policy and service recommendations to better serve our large Veteran community.

Precinct 3

GOAL: Provide strong oversight of all county entities involved in our criminal justice system and implement innovative and best practices to reduce costs in the administration of justice and incarceration.

COUNTY JUDGE AND COMMISSIONERS

OBJECTIVE: Develop and maintain policies that highlight both evidence-based practices as it relates to the decentralized criminal justice system, including monitoring the performance, integration and utilization of the newly created Office of Criminal Justice Coordination as well as the 24/7 Jail Magistrates.

Monitor the fiscal impact of the largest component of the County budget—the criminal justice system, through reporting data submitted to the state, including the Texas Office of Court Administration and Texas Indigent Defense Commission, the Texas Commission on Jail Standards as well as local datasets including the newly implemented Judicial Management Reports.

Participate in forums at the local, state, and national level and develop partnerships with agencies dedicated to policy development and best practices, including the Council of State Governments-Justice Center, the Sam Houston University-Texas Correctional Management Institute and various other agencies and governments.

GOAL: Explore and implement reforms and dedicate the necessary resources pertaining to behavioral health in the criminal justice system.

OBJECTIVE: Develop and maintain policies, including partnering with Emergence Health Network, to provide mental healthcare to jail inmates, that provide greater access to mental health services as individuals enter and exit the criminal justice system.

Participate in forums at the local, state, and national level, as well as develop partnerships with agencies dedicated to assisting counties in implementing evidence-based practices including the Council of State Governments-Justice Center, the Sam Houston University-Texas Correctional Management Institute, the El Paso Behavioral Health Consortium-Justice Council, the El Paso Jail Diversion Committee and various other agencies and governments.

GOAL: Ensure that County government plays a larger role in meeting current and future transportation needs to increase mobility, reduce congestion and provide multimodal transportation options for the region.

OBJECTIVE: Pursue and identify funding opportunities from various local, state and federal agencies and partners, including the Federal Highway Administration, Federal Transit Administration, Texas Department of Transportation and other local public and private partners.

Monitor the progress of various projects initiated and currently underway in the Precinct, including the Mission Trail Express Circulator (Route #50), the National Historic Trail Wayfinding Signage Plan, the Regional Transit Feasibility Study (aimed

COUNTY JUDGE AND COMMISSIONERS

at identifying future public transit needs in the community) and roadway improvements and expansions as outlined in the County Comprehensive Mobility Plan.

GOAL: Increase access to basic infrastructure services including water, wastewater and natural gas services to residents in unincorporated areas.

OBJECTIVE: Pursue and identify funding opportunities from various local, state and federal agencies and partners, including the US Department of Agriculture, Texas Water Development Board and other local public and private partners. Monitor the progress of various projects underway in the Precinct, including the Montana Vista Wastewater Project (currently under design) as well as the instillation of first-time water and wastewater access to residents in Sparks (Zabel and Glaze Roads).

GOAL: Provide the residents of the community with access to quality and sustainable neighborhoods that promote a high quality of life.

OBJECTIVE: Develop and maintain sustainable policies, including the County Subdivision Order-Variance Policy, that promote responsible and community-oriented development, providing residents with access to amenities including improved park space, sidewalks, landscaped medians, hike and bike trails and preserved open space aimed at promoting thriving neighborhoods. Monitor projects initiated and underway in the Precinct, including the (1) Variance Policy, (2) park space improvements to Agua Dulce Community Park (Agua Dulce), Ruben Estrella Park (Montana Vista) and Veterans Park (Fabens) as well as exploring additional opportunities for partnership and improvements including Coyote Park (Tornillo) and (3) sidewalk improvements underway in Sparks as part of the 2016 Transportation Alternatives Program grant.

GOAL: Promote greater transparency and oversight and of County financial activities.

OBJECTIVE: Develop and maintain policies, including the County Budgetary and Financial Policies, that promote provide greater transparency and oversight as well as additional reports for the benefit of the Commissioners Court and general public. Oversee various initiatives related to fiscal management including the newly created Office of Budget & Fiscal Policy Department and the Financial Recovery Division of the Office of Budget & Fiscal Policy. Actively monitor budget amendments and transfers throughout the fiscal year, including the performance of County departments (included elected and non-elected), to ensure the County operates efficiently and effectively as possible with the resources appropriated by Commissioners Court.

Precinct 4

GOAL: To maintain public outreach and open-door communication.

COUNTY JUDGE AND COMMISSIONERS

OBJECTIVE: To continue six to eight community meetings per month to inform constituents, while receiving their input and feedback.

GOAL: To capitalize on opportunities to further improve services in the unincorporated areas of precinct four.

OBJECTIVE: To increase contact and communication with entities to seek funding and opportunities for improved services such as water, waste water, roads, sidewalks and community clean-up events.

FISCAL YEAR 2016 ACCOMPLISHMENTS

County Judge

- **MOVIES BY THE LAKE**

- First established by the County Judge's office in 2013, this event is meant to provide the community a method by which to enjoy our natural outdoor assets to include Ascarate Park. Estimated attendance over the last four years has been over 2,500 per event, with two events per year. After seeing the demand and benefit from events like Movies by the Lake, this year El Paso County invested in its own screen, projector and sound system which can be used for this and other events like it thought-out the year. Typically held during the summer months, this year's events took place prior to Halloween.

- **85TH SESSION OF THE TEXAS LEGISLATURE (2017)**

- The County Judge's Chief of Staff serves as the legislative liaison for El Paso County and drafts, in collaboration with all departments/elected officials and state lobbyists, the County's State Legislative Agenda. The Commissioners Court approved an aggressive legislative agenda on October 3rd, 2016 which included seventeen concepts in the legislative action agenda and forty-four items under the legislative values document. This document evolves with the session and is subject to more or fewer legislation priorities. During the legislative session the liaison in collaboration with our state lobbyists provides talking points, briefs the Commissioners Court, submit letters as backup/testimony and serves as the point of contact with other governmental and non-governmental entities.

- **EMERGENCY MANAGEMENT & CONTINUITY OF OPERATIONS PLAN (COOP)**

- The County Judge's office in collaboration with the Office of Emergency Management worked directly with the County's 24 departments and elected offices to develop continuity of operations plans. The plans are meant to establish the protocol followed in the event of any business disruption. In addition, the County Judge's office in collaboration with the Sheriff's office will be running a risk assessment of the Courthouse and its other facilities. There has been strong

COUNTY JUDGE AND COMMISSIONERS

collaboration between the County Judge's Office and the Office of Emergency Management when it comes to planning for community events to include: flooding, the 4th of July holiday, influx of immigrants to the borderland, the Papal visit, etc.

- **EMPLOYEE PICNIC**
 - The County Judge's office in collaboration with the County's Human Resources, Parks Departments, and the Sports Commission have over the last 5 years put together an employee appreciation event known as the Annual Employee Picnic at Ascarate Park. The event draws over 1,500 employees in a celebration of their leadership and commitment to El Paso County.
- **GREATER EL PASO CHAMBER OF COMMERCE – GOVERNMENT RELATIONS EXECUTIVE COMMITTEE**
 - Through participating in the Committee, the County remains connected with the goals, objectives and advocacy of the Greater El Paso Chamber of Commerce. Some of the work achieved collaboratively through the Committee, and other committees of the chamber, include: supporting Ft. Bliss and the 2014 Supplemental Programmatic Environmental Assessment (SPEA), healthcare advocacy, planning for advocacy events in Washington and Austin (El Paso Days) and other community events. In addition the Chamber of Commerce hosts the State of the County Address, a yearly event which provides a platform for El Paso County to share a synopsis of the work that has been accomplished and what lies ahead.
- **CONFERENCE OF URBAN COUNTIES (CUC)**
 - Judge Escobar serves on the CUC Board of Directors, which is responsible for managing the business of the Association and is the Chair through 2017. As such she will play a meaningful role in providing leadership for the organization, which focuses on legislative and policy issues for its 38 member counties. Below are the positions held by County Judge Escobar:
 - Chairwoman – 2016-2017
 - Chair-elect – November 2015
 - Vice-Chair of Administration 2011-2013
 - CUC Policy Committee – 2008-2014
 - Metro 6 Collaboration with the CUC - The Metro 6 is a new collaboration with the Conference of Urban Counties that is made up of the County Judges from the six largest metropolitan counties in Texas: El Paso, Tarrant, Harris, Bexar, Travis and Dallas. The effort allows the counties to address issues that will affect all of our communities, share best practices, discuss policy and work collaboratively during the State's legislative session. Similarly, the Chiefs of Staff for each County Judge meet separately to advance the goals laid out by group.
 -

COUNTY JUDGE AND COMMISSIONERS

- **NATIONAL ASSOCIATION OF COUNTIES (NACO)**
 - In 2016 El Paso County once again joined the National Association of Counties to help advocate on its behalf at the federal level. El Paso County Judge Veronica Escobar was asked to serve on NACO's Large Urban Counties Caucus (LUCC) Steering Committee which is the forum for urban county leaders and is the voice for America's metropolitan counties at the federal level. Comprised of county executives, governing board members and other senior elected officials, LUCC members focus on challenges and solutions, engage in peer-to-peer information exchanges, information national policy discussions.
- **2015-2020 REGIONAL STRATEGIC PLAN - BORDERPLEX 2020**
 - Report designed to develop an economic action plan for the El Paso/Cd. Juarez/Southern New Mexico region. The goal of the strategic plan is to ensure the future economic prosperity and diversity of the region and build quality into all aspects of business and daily living environments. The County's Chief Administrator serves on the Leadership Steering Committee and the County Judge's Chief of Staff serves on Tourism Task Force Steering Committee.
- **EL PASO COUNTY MISSION TRAIL**
 - The most notable landmarks along the trail are the two mission churches of Ysleta and Socorro and the presidio chapel of San Elizario. The missions stand as symbols of the rich history of their respective communities, as well as the nations of Spain, Mexico and the United States. The County Judge's office in collaboration with Congressman Will Hurd's office held a meeting earlier this year with stakeholders to hear from the National Parks Conservation Association and discuss next steps in helping address critical needs in better preserving, enhancing and marketing the Mission Trail. Since the initial meeting, several others have taken place to include meeting with all of the municipalities that house a mission, the diocese and the pastor for each parish. As a result, each entity which houses a mission (City of El Paso, Socorro, San Elizario, El Paso County and the Tigua del Sur Pueblo) passed a resolution in support of a collaborative approach as we move forward. In November of 2016 the Commissioners Court voted to fund a Master Plan of the Mission Trail that will help establish a framework for future projects and investments in the Mission Trail. Prior to issuing an RFP in 2017, stakeholders will meet to layout the vision for what a Master Plan will accomplish and expertise needed from a consultant to achieve the desired results.
- **WORKFORCE SOLUTIONS BORDERPLEX**
 - Workforce Solutions serves as a public workforce system in the six-county Borderplex region (Brewster, Culberson, El Paso, Hudspeth, Jeff Davis and Presidio) that assists

COUNTY JUDGE AND COMMISSIONERS

employers in finding quality employees, and training individuals with the skills necessary to thrive in the workplace. They administer a broad range of programs and services and in 2016 County Judge Escobar was elected by her peers to serve as the Board's lead CEO.

- **STATE OF THE COUNTY ADDRESS**

- Hosted by the Greater El Paso Chamber of Commerce, the State of the County Address provides the opportunity for the County Judge to highlight the accomplishments and successes of the past year and to put forward new goals and proposals for the County. This is Judge Escobar's 6th State of the County which has grown from 150 individuals in 2011 to over 650 in 2016.

- **COLLABORATION WITH COUNTY ADMINISTRATOR**

- Items that were previously handled by the County Judge's office have now been transferred to the Chief Administrator's office for distribution to appropriate departments. These include:

Interlocal Agreements

- The County Judge's office temporarily took over managing the County's interlocal agreements with the City of El Paso for health and environmental services. While managed by the County Judge's office, both interlocals were re-negotiated with the City of El Paso to reflect changes in services.

El Paso County Fund for Excellence

- When El Paso County's interests with the Sun Bowl were transferred to UTEP and the UT System Board of Regents, they did so in return for 10 scholarships to be awarded on behalf of El Paso County. The scholarships were first awarded in 2002 and offer a \$4,000 scholarship to 10 students per year. The County Judge's office worked on evaluating the eligibility and renewal criteria for the scholarship and subsequently presented the changes to the Commissioners Court for consideration.

Leadership El Paso

- The El Paso County Commissioners Court funds two employees to participate in Leadership El Paso. The process for promoting and selecting the candidates was initially run through the County Judge's office in collaboration with other departments and elected officials. The one year program is geared toward providing community leaders with the opportunity to participate in discussions based on El Paso's history and future, as well as the opportunity to forge new

COUNTY JUDGE AND COMMISSIONERS

partnerships and influential networks. This function will be transferred over to the Chief Administrator's Office for the 2017 cycle.

Emergency Services Districts

- The County Judge's office worked with the County Attorney's Office and the Auditor's Office to establish policy and procedures to be followed by the Emergency Services Districts. The County Judge's office also served as the liaison between the Commissioners Court and the Auditor's office, until this function was recently taken over by the County's Budget and Fiscal Policy Department.

El Paso County Board/Committee Appointments

- The County Judge's office created and updated packets and overviews for each of the County's 17 boards. This function has now been turned over to the Chief Administrator's Office, who will now handle appointments for El Paso County.

Commissioner – Precinct 1

- Assist constituents living outside of the city limits who are without basic water/sewer services. Currently working on \$8.5 million United States Department of Agriculture (USDA) Wastewater Project for the Desert Acceptance Community, starting construction in 2017. County kiosk kickoff in October 2016 at satellite county offices
- Smoke-free policy to start on January 1st, 2017
- Provide input for State Legislative item for 2017
- 1st Sportspark Trunk-or-Treat
- United Blood Services Blood Drive
- Brought the Anthony Food Service Program to the El Paso County Coliseum.

COUNTY JUDGE AND COMMISSIONERS

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| County Judge | | | | |
| El Paso County Legislative Agenda | | | 17 | 17 |
| State of the County Address attendees | 560 | | 650 | 700 |
| Movies by the Lake event attendees | 4,500 | 4,800 | 5,000 | 5,000 |
| Employee Picnic | 1,400 | 1,500 | 1,600 | 1,800 |
| Precinct 1 | | | | |
| Roundtable Meetings | 12 | 12 | 12 | 12 |
| Community Meetings | 4 | 4 | 4 | 4 |
| Weekly Blog Updates | Weekly | Weekly | Aprox. 45 | Approx. 45 |
| Provide Leadership on Boards | | 11 | 11 | 11 |
| Work with Non-Profit Organizations | 20 | 20 | 20 | 20 |
| Receive and React to Constituent and Employee Concerns | Continuous | Continuous | Continuous | Continuous |
| Receive and React to County | Continuous | Continuous | Continuous | Continuous |
| Precinct 3 | | | | |
| Meetings attended/Board Leadership | 26 | 25 | N/A | N/A |
| Community Meetings Held | | | | |
| Precinct 1 | 4 | 4 | N/A | N/A |
| Precinct 2 | 2 | 3 | N/A | N/A |
| Precinct 3 | 25 | 20 | N/A | N/A |
| Precinct 4 | 60 | 48 | N/A | N/A |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|--------------------|---------------------|---------------------|-------------------|
| Personnel | \$1,247,373 | \$ 1,268,732 | \$ 1,266,903 | (0.14%) |
| Operating | 10,901 | 38,127 | 37,983 | (0.38%) |
| Capital | | | | - |
| Totals | <u>\$1,258,274</u> | <u>\$ 1,306,859</u> | <u>\$ 1,304,886</u> | (0.15%) |

COUNTY JUDGE AND COMMISSIONERS

Staffing Trends

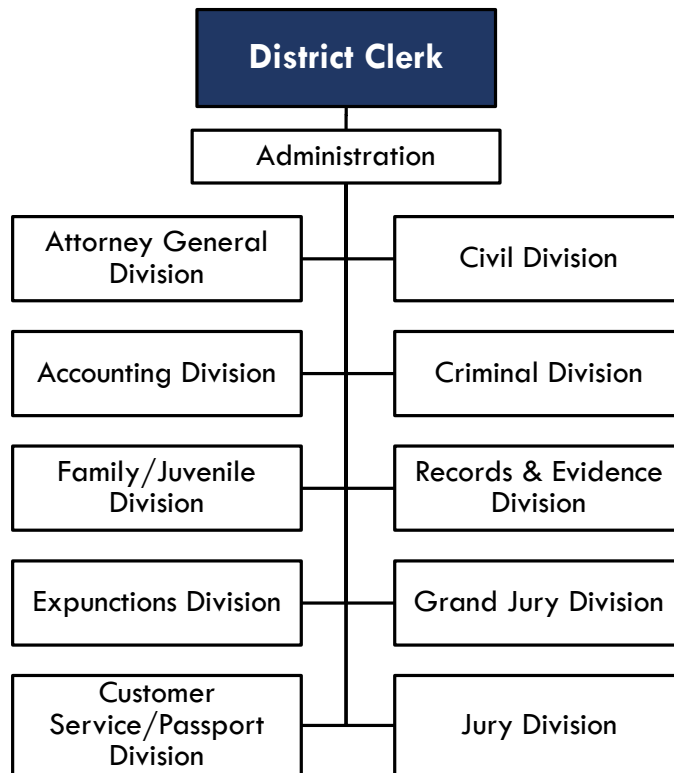
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 16 | 16 | 16 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>16</u> | <u>16</u> | <u>16</u> | - |

Authorized Position Detail

| | | | |
|----------------------|---|--------------------------|---|
| Comm. Ct. Adm. Asst. | 9 | County Judge | 1 |
| County Commissioner | 4 | Executive Assistant - CJ | 1 |
| Chief of Staff | 1 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

DISTRICT CLERK



MISSION

To serve the judiciary and the public with integrity through high moral standards, firm principles, professionalism, and compliance with the laws of the United States and the State of Texas.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The District Clerk provides support to the courts of El Paso County, Texas. The District Clerk is the official recorder, registrar and custodian of all court pleadings, instruments and papers that are part of any district court case for civil, criminal and family cases. Other duties include indexing and securing all court records, recording all court verdicts, collecting filing fees and handling funds held in litigation and money awarded to minors. The Office of the District Clerk currently has a manning table of 108 employees including the elected official.

The Office of the District Clerk provides support to seven (7) County Courts at Law, four (4) County Criminal Courts at Law, (16) District Courts, one (1) Criminal District Court along with three (3) Associate Court Judges, Two (2) AG Title IV-D Judges, Jail Magistrate and two (2) Juvenile Referees, a total of 36 courts.

Jury

One of the principal duties of the District Clerk is the summoning of potential jurors. The jury wheel is reconstituted pursuant to section 62.001 of the Texas Government Code by using two databases:

DISTRICT CLERK

(1) names of all registered voters from the El Paso County Elections and all current valid drivers' licenses and (2) valid personal identification cards/certificates issued by the Texas Department of Public Safety.

U. S. Passports

The United States Department of State designated the District Clerk as an acceptance facility, pursuant to section 51.3031 of the Texas Government Code. The District Clerk accepts applications and forwards them to the U. S. Passport Agency for review and actual issuance of the passport(s). The District Clerk collects a \$25.00 execution fee for the service of accepting passport applications, which goes into the general fund.

Archives and Records Management

The District Clerk's Office as the records manager for this office, is responsible for the following:

- Develop a records management program.
- Destruction of records as prescribed by the Texas State Library and Archives Commission.
- Identify and ensure the preservation of records of permanent value.

Registry Funds

The District Clerk is responsible for maintaining the registry of the courts. Monies are deposited and held in the registry account to satisfy a court order of a legal proceeding or to await the result of a legal proceeding. The District Clerk acts in a custodial capacity in relation to these funds.

Court Costs and Fines

The District Clerk is responsible for collecting and disbursing court costs and fines to the County Auditor's Office on a daily basis for proper disbursement to the State or to the County's General Fund.

GOALS AND OBJECTIVES

GOAL: With the assistances of the County's Information Technology Department (ITD), preparing for the implementation of criminal e- filing by the end of the calendar year in anticipation of the mandate from the Texas Supreme Court.

OBJECTIVE: Ensuring that the Criminal Court Clerks are fully trained on accepting criminal e filings.

GOAL: Continue to digitize court records which were filed before year 2000 in order to protect the integrity of these court records.

OBJECTIVE: The objective is to digitize files to facilitate the District Clerk staff and the public in readily obtaining instant access to archived documents.

DISTRICT CLERK

GOAL: Continue to improve the existing internal control structure of the District Clerk's Office to ensure safe guards are always in place to protect the Public's financial affairs and the County's assets.

OBJECTIVE: By abiding by the law, following County and Office Policies and Procedures, and thus, treating all employees fairly and setting leadership by example.

GOAL: Continue to conduct data clean up to address approximately 40,000 case records that contain OCA errors from past system conversions in order to ensure accurate data is available to the public, county departments and outside agencies.

OBJECTIVE: The District Clerk is feverishly working on addressing approximately 40,000 cases that have OCA errors as a result of the Odyssey Case Management case conversion and past system conversions.

GOAL: Implement an informational tool titled Guide and File before the end of the calendar year 2016 in order to assist, with online filing, pro-se litigants who choose to represent themselves in divorces, evictions, small claims and other matters.

OBJECTIVE: The District Clerk's Office is waiting for Tyler Technologies (county vendor) to set a go-live date as they have several counties ready to go live.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- The District Clerk and the County's IT Department proactively worked together on the criminal e-filing project, which is currently permissive. However, it is anticipated that the Texas Supreme Court will make it mandatory in the very near future. Currently, all District courts and County Criminal courts are up and running with criminal e- filing.
- The District Clerk is feverishly working on addressing approximately 40,000 cases that have OCA errors as a result of the Odyssey Case Management case conversion and past system conversions.
- There was an increase of \$28,875 or 9.11 percent in revenue for Fiscal Year 2016 compared to Fiscal Year 2015. The District Clerk predicts that there will be a significant increase during Fiscal Year 2017 as there will be an influx of passport renewals that are due as a result of passports that were issued after it became mandatory effective January 1, 2007, which are now up for renewal as the adult passports are valid for 10 years.

DISTRICT CLERK

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Felony Cases Disposed | 13,215 | N/A | 12,473 | 13,500 |
| Civil Cases Disposed | 10,227 | N/A | 11,877 | 12,000 |
| Family Cases Disposed | 14,247 | N/A | 15,328 | 16,000 |
| Number of passport applications issued | 12,682 | 15,000 | 13,837 | 14,500 |
| Passport revenue | \$317,050 | \$375,000 | \$345,925 | \$362,500 |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 3,869,006 | \$ 4,193,445 | \$ 4,122,202 | (1.70%) |
| Operating | 641,075 | 665,075 | 678,491 | 2.02% |
| Capital | | | | - |
| Totals | \$ 4,510,081 | \$ 4,858,520 | \$ 4,800,693 | (1.19%) |

Staffing Trends

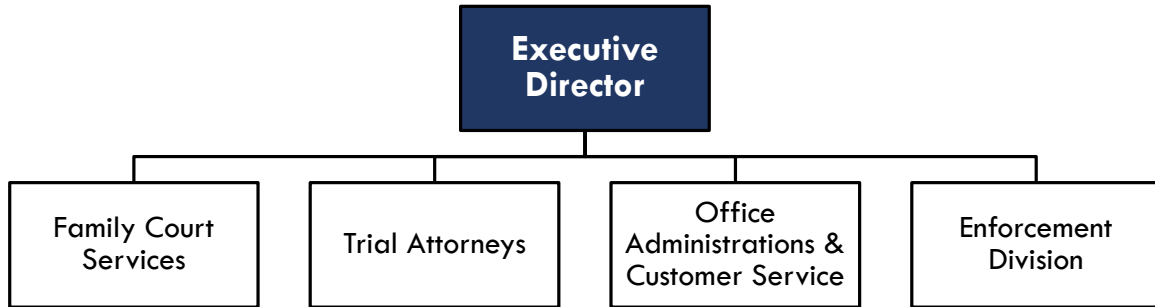
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 88 | 93 | 100 | 7.53% |
| Part-Time Employees | 1 | 1 | 3 | 200.00% |
| Temporary Employees | | | | - |
| Totals | 89 | 94 | 103 | 9.57% |

DISTRICT CLERK

| Authorized Position Detail | | | |
|------------------------------|----|-----------------------------|----|
| Account Clerk | 2 | Expungement Specialist | 1 |
| Accounting Manager | 1 | Jury Coordinator | 1 |
| Accounting Technician | 1 | Office Admin/Support Mgr | 1 |
| Assistant Office Supervisor | 1 | Office Manager | 2 |
| Business Analyst | 1 | Office Specialist | 1 |
| Chief Deputy | 1 | Office Specialist, Int. | 15 |
| Court Clerk | 42 | Office Specialist, Int (PR) | 1 |
| Court Clerk (Jail Mag.) | 6 | Office Specialist, Senior | 12 |
| Court Clerk (Jail Mag.) (PR) | 2 | Office Supervisor | 2 |
| District Clerk | 1 | Project Coordinator | 2 |
| Executive Secretary | 1 | Supervisor | 6 |

*Refer to Appendix A for detail on personnel changes for this Department.

DOMESTIC RELATIONS



MISSION STATEMENT

Through innovative initiatives, we strive to educate parents and enrich the lives of children to ensure a bright future for El Paso County.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

On June 13, 2000, Commissioners Court unanimously voted to establish and fund a Domestic Relations Office (DRO). The El Paso County Domestic Relations Office provides the following services:

Child Support Monitoring and the Integrated Child Support System (ICSS)

Upon issuance of a final order from the court, our ICSS program monitors each for compliance. In cooperation with the Texas Attorney General's Office, the multiple enforcement remedies available to the State are also available to DRO. For orders prior to March 1, 2013, our Friend of the Court program monitors orders upon application. Court enforcement of these orders provides cost effective legal relief for enforcement of child and medical support as well as possession and access.

Probation and Community Supervision Services

DRO provides services to the Courts for those who violate court orders regarding child and medical support and possession and access (visitation) through Community Supervision or Probation. Probation Officers monitor compliance and assist with resolving non-payment and access issues. Referrals for probationers are made to assist in locating employment, learning co-parenting skills, budgeting support, and Dispute Resolution, among others.

Court Enforcement

DRO has two Trial Attorneys that receive referrals for court enforcement for all monitoring and enforcement efforts within the DRO. This includes Child and Medical Support, Possession and Access, Probation Violations, and the collection of past due fees.

DOMESTIC RELATIONS

Family Court Services

Family Court Services staff provides assistance to the courts and families on resolving disputes involving children. This includes services such as conducting mediations, court ordered child custody evaluations, access facilitations, adoption evaluations, and court ordered parenting classes.

Community Outreach

Community Outreach and education are a core function to the DRO Management staff including the Executive Director, the Family Court Services Manager, and Trial Attorneys. We strive to continually work with our external partners to educate and to receive feedback on operations for enhancement.

GOALS AND OBJECTIVES

GOAL: To maximize funding to the DRO through Grants or Cooperative Agreements with the Texas Attorney General's Office.

OBJECTIVE: To provide efficient and timely monitoring and enforcement of orders through the ICSS program. To meet or exceed the contract requirements and annual disbursement goals created by the Texas Attorney General's Office.

OBJECTIVE: To explore opportunities to grow the existing Community Supervision Program working in cooperation with the Regional Attorney General Staff.

OBJECTIVE: To increase our ability to capture and report all of the State Case Registry and Customer Service Actions taken by staff to ensure proper payment for actions taken.

OBJECTIVE: Utilize the funding available to expedite the Court requests for resolving disputes between parties with children.

GOAL: To continue to provide enforcement and probation monitoring to Friend of the Court cases, upon request. However, the majority of the office resources are being reallocated to facilitation, mediation, and Attorney General Contract enforcement and Community Supervision activities.

OBJECTIVE: To accept applications for monitoring Friend of the Court cases and refer those that have failed to bring child support and/or medical support current, to the Court for enforcement. DRO now actively pursues mediation and enforcement for Friend of the Court cases in which access and possession is being denied. This is a new service for the DRO and is increasingly in demand.

OBJECTIVE: To monitor Friend of the Court Probationers and refer to local services to assist in eliminating the reasons for non-payment or providing access. To promptly refer cases with continued non-compliance for Court enforcement.

DOMESTIC RELATIONS

GOAL: To provide DRO services at reasonable cost to families while ensuring those obligated to pay fees do so.

OBJECTIVE: Utilize location software to obtain better compliance with payment of existing fees.

OBJECTIVE: To continually assess the DRO fee structure and minimize the costs to parents while increasing the revenue from State and Federal sources.

GOAL: To implement a successful Mediation component to our operations that allow resolution of family issues without the need for protracted litigation.

OBJECTIVE: To ultimately have the number of Mediation Agreements equal or exceed the number of Custody Evaluations requested. By providing an alternative to extensive investigations of families, we will instead provide Parents an opportunity to agree on what is best for them and their children.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- The El Paso County DRO entered into the ICSS cooperative agreement with the Texas Attorney General on March 1, 2013. At the end of Fiscal Year 2015, the ICSS program had 439 cases. As of September 2016, there are 1,232. Revenue for this contract totaled \$95,729.45 in Fiscal Year 2015 and is \$151,149 for Fiscal Year 2016.
- El Paso County initially entered into a cooperative agreement with the Texas Attorney General in 2002 to allow the DRO to provide community supervision services for IV-D cases. Revenue from this contract in Fiscal Year 2015 was \$91,826. Fiscal Year 2016 is \$131,485. Additionally, we have partnered with the Child Crisis Center to provide resources to Fathers on Probation with the Fatherhood Effect Program. The program identifies barriers to being able to financially and emotionally support their children and provide training and support for getting back on track with their obligations.
- El Paso County initially entered into a cooperative agreement with the Texas Attorney General in 2001 to allow the DRO to provide state case registry and local customer service on child support cases. Revenue from this contract was \$7,465.18 in Fiscal Year 2015 and is \$8,014 for Fiscal Year 2016.
- In 2006, El Paso County was one of the first grantees for the Texas Attorney General Child Support Services Family Initiatives Access and Visitation Grant. This project provides parent education, early intervention and access facilitation to increase parenting time by Non-custodial parents. This grant has been consistently awarded and has again been awarded through 2017. An annual award of \$60,000 has been approved. In addition to assisting Parents associated with the Attorney General IV-D Program, we provide the same services to all Parents free of charge.
- To assist them in identifying ways to share custody of their children and minimize the conflicts in families that are Divorcing or separating.

DOMESTIC RELATIONS

- Our Family Court Services Division provides immediate social work intervention for families who are experiencing conflict and are under litigation in the Family District Courts. DRO FCS staff has increased social worker immediate availability to intervene and to create interim agreed access and possession schedules. We continue to provide Cooperative Parenting and Court Order Orientation classes for Parents in need.

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Outputs: | | | | |
| Attorney General Agreements | | | | |
| Total number of ICSS Enforcement Cases at FY end | 877 | 1,195 | 1,232 | 1,657 |
| Total child support and arrearage disbursement goal for ICSS Cases* | \$5,947,080 | \$8,155,324 | \$9,824,622 | \$10,165,336 |
| Total number of Community Supervision Cases at FY end | 402 | 458 | 480 | 545 |
| Total dollar amount of child support payments collected on probation cases* | \$1,339,112 | \$2,075,244 | \$1,798,299 | \$1,841,658 |
| Access & Possession, Facilitations | 150 | 175 | 218 | 240 |
| Access Enforcement Applications* | N/A | N/A | 115 | 121 |
| Total number of Customer Service Revenue from all four Agreements | 2,746 | 2,760 | 2,529 | 2,194 |
| | \$ 252,557 | \$ 285,038 | \$345,645 | \$403,227 |
| Friend of the Court | | | | |
| Number of Cases monitored and Total number of active probation cases at FY end | 216 | 160** | 69 | 50 |
| | 225 | 224* | 208 | 100 |
| Number of Writs of withholding issued* | 819 | 820 | 536 | 470 |
| Family Court Services | | | | |
| Total number of cases disposed by Family Court Services* | 598 | 600 | 557 | 550 |
| Mediated Settlement Agreements Scheduled* | N/A | N/A | N/A | 48 |
| *These are new measures to be monitored. | | | | |
| ** The Target for 2016 and future has changed as resources are being moved to Facilitation/Mediation/OAG Contracts | | | | |
| *** A reduction in this category reflects that the customer is being helped immediately and not calling multiple times. We have also enhanced our website to provide answers to frequently asked questions. | | | | |

DOMESTIC RELATIONS

Outputs:

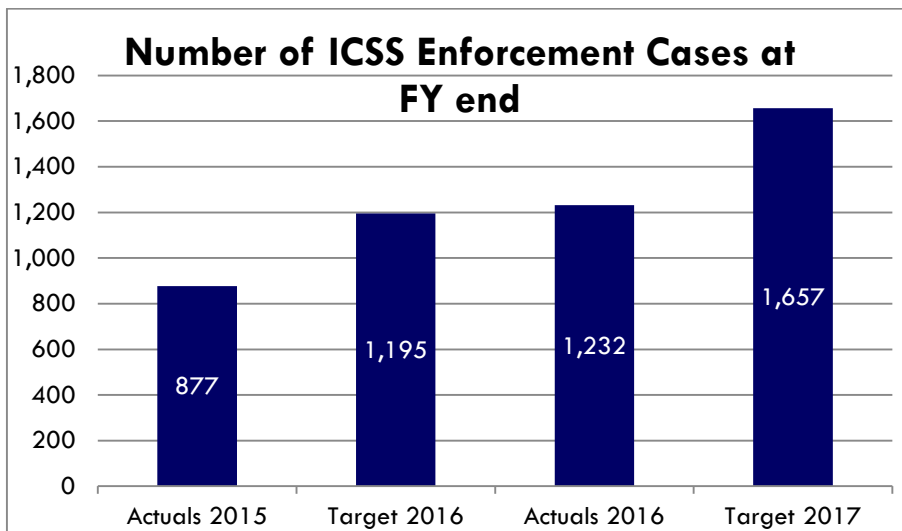
Customer Service

| | | | | |
|--|---------|---------|--------|--------|
| Number of Inquiries Received via phone or walk-in* | 130,371 | 132,000 | 96,305 | 97,000 |
|--|---------|---------|--------|--------|

*These are new measures to be monitored.

** The Target for 2016 and future has changed as resources are being moved to Facilitation/Mediation/OAG Contracts

*** A reduction in this category reflects that the customer is being helped immediately and not calling multiple times. We have also enhanced our website to provide answers to frequently asked questions.



FISCAL YEAR 2016 ACOMPLISHMENTS

- Better utilizing the existing DRO resources by streamlining operations and seeking more efficient processes.
- Adding services to focus on Facilitation and Mediation of agreements.
- Grow the revenue and caseloads existing in the current Texas Attorney General Cooperative Agreements.
- Expediting the response to Court requests (orders) for services.
- A successful conversion to Odyssey.

DOMESTIC RELATIONS

Financial Trends

| Character | 2015 | 2016 | 2017 | Percent Change |
|-----------|--------------|--------------|--------------|----------------|
| | Actuals | Budget | Budget | |
| Personnel | \$ 1,702,009 | \$ 1,846,356 | \$ 1,832,037 | (0.78%) |
| Operating | 27,300 | 66,201 | 72,557 | 9.60% |
| Capital | | | | - |
| Totals | \$ 1,729,309 | \$ 1,912,557 | \$ 1,904,594 | (0.42%) |

Staffing Trends

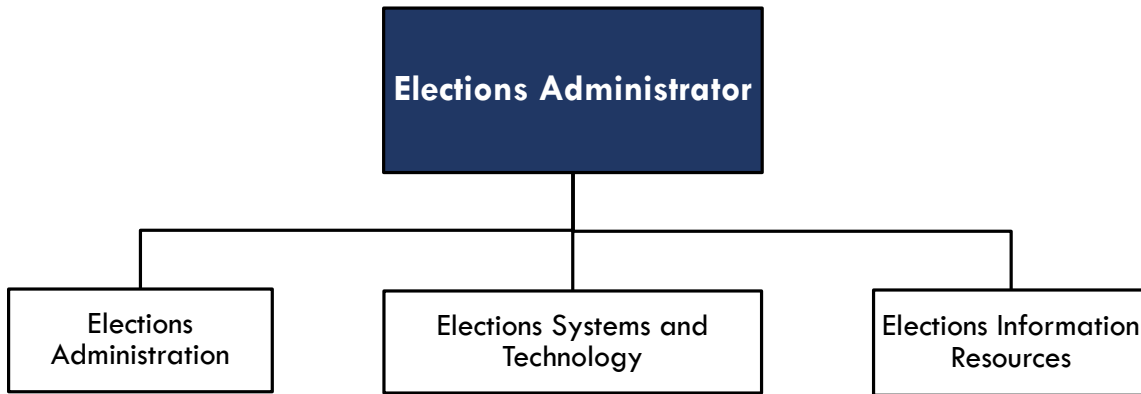
| Authorized Positions | 2015 | 2016 | 2017 | Percent Change |
|----------------------|-------|-------|-------|----------------|
| | Amend | Amend | Adopt | |
| Full-Time Employees | 28 | 29 | 29 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 28 | 29 | 29 | - |

Authorized Position Detail

| | | | |
|----------------------------|---|---------------------------|---|
| Child Support Manager | 1 | Probation Officer | 4 |
| Clinical Services Manager | 1 | Senior Probation Officer | 1 |
| Executive Director | 1 | Social Worker (Bachelors) | 1 |
| Office Admin./Support Mgr | 1 | Social Worker (Masters) | 4 |
| Office Specialist, Interm. | 9 | Sr. Trial Attorney | 1 |
| Office Specialist, Senior | 1 | Trial Attorney | 1 |
| Paralegal | 3 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

ELECTIONS



MISSION STATEMENT

The mission of the El Paso County Elections Department is to establish and increase public participation and confidence in the electoral process by registering voters, and conducting elections with the highest level of professionalism, integrity, fairness, transparency, security and accuracy.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The department has the responsibility of conducting all Federal, State and County Elections. The department also serves as the primary administrator for over twenty additional local political entities' elections. This entails training over 700 election workers and operating over 175 Early Voting and Election Day Polling Sites for most elections.

GOALS AND OBJECTIVES

GOAL: To increase number of registered voters and to increase informed voting through civic education and by removing identifiable barriers from the process.

OBJECTIVE: Provide a minimum of four additional permanent Early Voting Sites for the 2015 and 2016 Election Cycle. Provide a minimum of three candidate informational meetings for the 2016 Election Cycle with at least 25% of the campaigns on the ballot attending. Attend a minimum of twelve meetings annually with community/civic organizations. Create and submit a minimum of four press releases for each election. Design and provide an election complaint form for the public. Conduct a minimum of twenty four voter registration drives.

GOAL: To staff polling sites with the most qualified and equipped poll workers and to provide those poll workers with the knowledge and tools in order to serve the voters with the highest professional standards.

OBJECTIVE: Design and distribute election worker surveys regarding training and polling site protocol. Address issues and concerns with each political party no later than 30 days

ELECTIONS

after Election Day. Design, create and maintain a Poll Worker Database to increase quality assurance in future elections.

GOAL: To provide a maximum number of citizens with the most clear, accurate and up to date information available.

OBJECTIVE: Increase number of hits on departmental website per month by an average of 10%. Include Spanish translation option on website homepage. Include ability for citizens to use GPS to locate nearest Early Voting Sites on website.

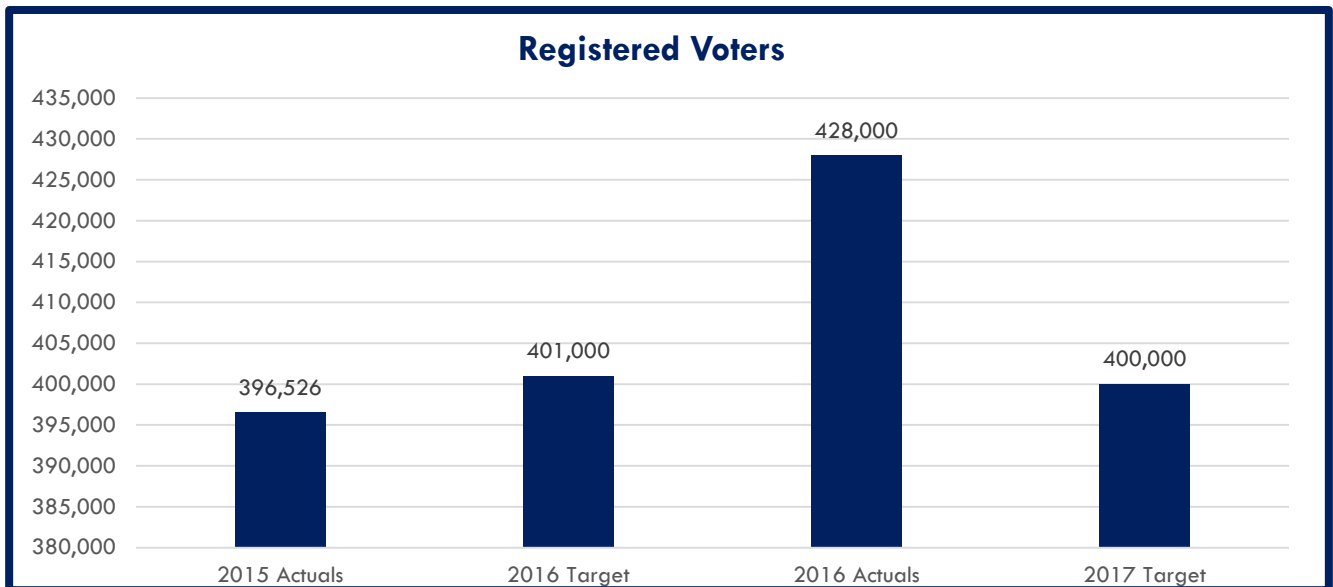
FISCAL YEAR 2016 ACCOMPLISHMENTS

- We collaborated with VIVA Impulse and created a: 15 and: 30 second commercial that was broadcasted in 7 different channels. Our commercial ran from Monday, October 17 through Friday, November 4, 2016 emphasizing the dates of early voting and its importance. We had record turnout this year regarding early voting. In 2012 we had 25.96% vote during the early voting period while this year we had 35.08%. In the first day of early voting we had 15,098 people who personally voted early compared to 8,258 in 2012.
- We also incorporated the Election Day Issue Reporting System via the HEAT software where Election Day workers were able to call and report their issue and where we have the opportunity to handle emergency situations as it arose, etc. With this we can track and keep record and learn new ways to improve the electoral process.
- Because the Texas Secretary of State changed the Voter ID Law, we wanted to educate the constituents of El Paso; therefore, we sent out an 8x11.5" mailer to over 300,000 voter residences' containing information regarding the Voter ID Law and the dates of early voting and Election Day. Not only did we inform the public via mail but we also published the mailer in 4 periodicals.
- This year we have made a vast improvement in voter registration. In November 2015, we had a total of 394,083 registered voters; this November 2016 we have a total of 429,154 registered voters. In one year we increased the amount of registered voters by 35,071. We have conducted a total of 43 voter registration drives in various high schools throughout the County as well as in Basset Center and in the Naturalization Ceremonies.

ELECTIONS

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Website Hits**** | 261,867 | 288,000 | 582,121 | 200,000 |
| Registered Voters*** | 396,526 | 401,000 | 428,000 | 400,000 |
| Voter Registration Drives | 31 | 24 | 43 | 20 |
| Press Releases* | | 12 | 15 | 5 |
| Printed Media Appearances* | | 20 | 23 | 10 |
| Community/Civic Meetings**** | | 12 | 33 | 5 |
| Candidate Informational Meetings**** | | 3 | 5 | 3 |
| Percentage of Campaigns Attending* | | 25% | 25% | 25% |
| Additional Early Voting Sites* | | 4 | 9 | 0 |
| *These are new measures to start being implemented under new management | | | | |
| **These are old measures that were monitored under old management | | | | |
| ***Amount of registered voters will drop due to cancelling all voters in suspense file per statute. | | | | |
| ****Website visits are expected to decrease due to non-presidential year. | | | | |



ELECTIONS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 896,062 | \$ 961,113 | \$ 953,511 | (0.79%) |
| Operating | 416,332 | 821,549 | 790,019 | (3.84%) |
| Capital | | 11,500 | | (100.00%) |
| Totals | \$1,312,394 | \$1,794,162 | \$1,743,530 | (2.82%) |

Staffing Trends

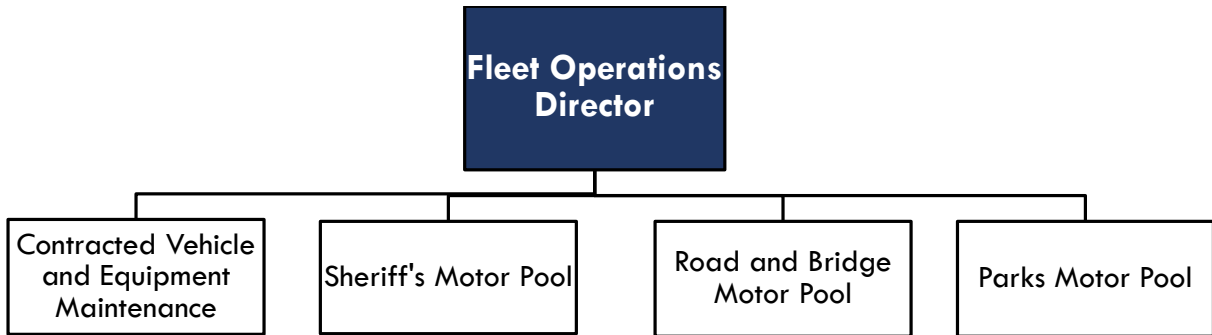
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 15 | 15 | 15 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 15 | 15 | 15 | - |

Authorized Position Detail

| | | | |
|----------------------------|---|-----------------------------|---|
| Asst. Election Admin | 1 | Elections Info & Res Coor | 1 |
| Elections Admin. Coord | 1 | Elections Sys & Tech Coor | 1 |
| Elections Administrator | 1 | Office Specialist | 1 |
| Elections Generalist | 2 | Office Specialist, Senior | 1 |
| Elections Generalist, Int. | 2 | Voting Equip. Svc. Tech Int | 1 |
| Elections Generalist, Sr. | 1 | Voting Equip. Svc. Tech Sr. | 1 |
| Elections Sys & Tech | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

FLEET MANAGEMENT



MISSION STATEMENT

The County Fleet Operations Director and Fleet Department mission is to monitor, coordinate, and advise on all County fleet vehicles and equipment operations to include acquisition, maintenance, use, safety and disposal. This also includes all of the vehicles and equipment in the County's motorized inventory, to include all State and Federal funded vehicles operated by the County.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The department oversees all fleet, motorized, and ancillary ground maintenance equipment this includes acquisition, maintenance, use and disposal to include fueling. The overall responsibility includes 686 County owned vehicles and heavy construction equipment, 109 Parks vehicles and equipment, 39 Adult Probation State owned vehicles, 20 Rural Transit contracted buses, 11 Nutrition Program contracted vans and 14 Sport Commission Contracted vehicles and equipment. The department also oversees the County fueling requirements and fuel contracts, towing and wrecker service contract, car wash contract, tire bid, battery bid and fleet maintenance contracts to include all fleet repairs internal and external.

GOALS AND OBJECTIVES

GOAL: Procure all fleet vehicles, Heavy construction and ancillary ground maintenance equipment in the most expeditious and cost effective method.

OBJECTIVE: Procure fleet vehicles and equipment within 120 days. (Funding approval, specifications approval, bidding, awarding, requisitioning and delivery).

OBJECTIVE: Utilize the buy-board and other approved cooperatives as necessary for new vehicles and equipment procurement in the best interest of the County.

GOAL: Maintain, repair, and service all fleet related vehicles, heavy construction, and ancillary ground maintenance equipment in the safest, shortest time, and most economic ways in order for the operators/ users to fulfill their duties and provide services to the community.

FLEET MANAGEMENT

OBJECTIVE: Open an In-house Parts Store Vendor Managed Inventory operations at the Sheriff's and Fabens Warehouse Motor Pool. All fleet vehicles and related equipment will be maintained, repaired and serviced to Original Equipment Manufacturer (OEM) specifications using only new OEM or aftermarket parts.

OBJECTIVE: Minimum 90% of all fleet vehicles or equipment will be available for use at all times.

OBJECTIVE: 90% of all repairs will be completed and back to the user within 30 calendar days.

GOAL: Reduce the County annual fuel consumption by 5% and fuel related expenditures by 10%.

OBJECTIVE: Fleet vehicles and equipment fueling needs will only be thru an affiliated and approved vendors whenever practical.

OBJECTIVE: County will adopt a "no idle" policy with the exception of selected diesel powered construction equipment.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Opened the Fabens Warehouse Motor Pool State of Texas Official Vehicle Safety and Emission Inspection Station. The station performs safety and emission inspections on all vehicles assigned to the Public Works Department (Road and Bridge, Facilities, Parks, Rural Parks, Onsite Sewer, and Graffiti Wipe Out). There is a projected yearly savings of \$3,500 on the inspection fees alone and \$5,000 in fuel, in addition to time lost moving these vehicles and equipment back and forth for the 40 mile round trip, and the wear and tear on the vehicles. The Station start -up cost to include the machine was approximately \$14,000. This service will pay for itself within a year and a half.
- Repaired 29 critical vehicles and heavy equipment assigned to Road and Bridge division within 45 days of the establishment of the Fleet Operations Department. Some of these vehicles and equipment sat dormant and inoperable going back two years. A total of \$26,815 was spent on repairs, however the replacement cost would have been above \$1.5 million dollars.
- Procurement of 40 new fleet vehicles and equipment. As new vehicles are introduced into the fleet and the older vehicles are auctioned off or redistributed, the annual cost to maintain and operate each vehicle within the fleet will drop over time. The average new vehicle comes with a 3 years 36,000 miles bumper to bumper warranty, and a 5 year 60,000 miles powertrain warranty (engine, transmission, transfers and axels). There are minimal out of pocket repairs during the first 3 years of ownership, to include better miles per gallon gas mileage.

FLEET MANAGEMENT

- Directly managed the Constables vehicle maintenance and repair budget to better determine and approve repair requests. \$19,800 of the allotted \$50,000 were spent, leaving a balance of \$30,200.
- Installed additional 50 GPS tracking devices in County fleet vehicles to monitor use, idling, and speed which had a direct result of a 90% reduction in vehicle idling time. Expenditures on average for fuel remains about the same due to the fluctuation in fuel price; but County fuel consumption has dropped by 7.5%.
- Placed into service 11 new Constable Patrol Vehicles that replaced old and uneconomical 2004- 2008 patrol vehicles.
- Refurbished 8 Constable Patrol Vehicles for minimal cost, these 8 vehicles will remain in service another 3-5 years.
- Established a “reserve” back-up patrol vehicle fleet for the seven (7) Constable Precinct. These back-up vehicle will enabled each Precinct to continue their public safety and execution of process duties should one of their primary vehicles becomes inoperable.

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Outputs: | | | | |
| Number of new vehicle and heavy equipment. | N/A | 32 | 40 | 23-25 |
| Number of fleet vehicles and heavy equipment available at any given time. | N/A | 617 | 583 | 620 |
| Average number of days for vehicles and equipment in the repair cycle. | N/A | 30 | 52 | 20 |
| Gallons of fuel consumed annually. | N/A | 457,193 | 422,847 | 415,000 |
| Outcomes: | N/A | | | |
| Average numbers of days for fleet vehicle and equipment procurement. | N/A | 120 Days | 170 Days | 120 Days |
| % of fleet vehicles and heavy equipment available. | N/A | 90% | 75% | 90% |
| % of fleet vehicles and equipment returned to user within 30 calendar days. | N/A | 90% | 60% | 90% |
| % reduction in fuel consumption. | N/A | 10% | 8% | 5% |

FLEET MANAGEMENT

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The Fleet Management and Support department has requested the set-up of the Collision fund to allow for vehicle repairs.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 29,820 | \$ 167,434 | \$ 165,421 | (1.20%) |
| Operating | 156 | 231,795 | 245,656 | 5.98% |
| Capital | | 59,000 | 100,000 | 69.49% |
| Totals | <u>\$ 29,976</u> | <u>\$ 458,229</u> | <u>\$ 511,077</u> | 11.53% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 1 | 2 | 3 | 50.00% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>1</u> | <u>2</u> | <u>3</u> | 50.00% |

Authorized Position Detail

| | | | |
|---------------------------|---|------------------------|---|
| Fleet Operations Director | 1 | Fleet Mechanic, Senior | 1 |
| Admin. Specialist, Interm | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

GENERAL AND ADMINISTRATIVE ACCOUNT

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

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

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The General and Administrative Account had significant changes in the salary accounts for the funding of employee salary step and cost of living increases. New accounts were also set up for payments related to our 381 Property tax abatements and Sales tax abatements, possible property tax settlements, and the transfer out of excess sales tax to the debt service fund in accordance with tax code. The FY17 budget includes an estimated \$2.5M to allow for the continuation of the step implementation, Sheriffs Collective Bargaining Cleat COLA/STEP requirements, an estimated \$1.0M to cover a 1% cost of living, \$1.5M for new personnel, and to reestablish personnel contingencies to \$250,000. Regarding the operating expenditures, the most significant changes resulted from an allocation of \$4.0M to cover one time capital needs, legal services expected during Fiscal Year 2017, CIP increase for medical, increases to our travel/professional account due to FY17 being a legislative year, to reestablish all operating contingencies to \$250,000, and the transfer of Professional Services Medical back to the Sheriff's department. Additionally, a transfer of \$7,627 under Operating as requested by the department and approved during budget hearings for FY17. *As a matter of information the transfer out sub object is included in the match account tab, therefore, it will not be included in the Program total. In accordance with new financial policies acct 6888 has been established for any unforeseen emergencies that may arise and is funded as a result of remaining estimated unspent appropriations from the prior year and make up \$30 million of the operating budget category.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|----------------------|----------------------|----------------------|-------------------|
| Personnel | \$ 745,499 | \$ 3,846,512 | \$ 11,491,457 | 198.75% |
| Operating | 10,357,475 | 18,132,504 | 48,113,838 | 165.35% |
| Capital | | | 4,000,000 | 100.00% |
| Totals | <u>\$ 11,102,974</u> | <u>\$ 21,979,016</u> | <u>\$ 63,605,295</u> | 189.39% |

GENERAL AND ADMINISTRATIVE ACCOUNT

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

GRANT MATCHES AND TRANSFERS OUT

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

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

GOALS AND OBJECTIVES

Goals and Objectives are reflected under the Budget and Fiscal Policy Department in the Grants division section.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

Grant match accounts were adjusted based on projected awards. Some of accounts adjusted were the Public Defender Expansion match was approved during Commissioners Court 6/15/15, Item #8 – the grant was awarded by the Texas Indigent Defense Commission and for FY17 the County match increased from 25% to 50%. The Rural Transit Assistance Match was reduced due to El Paso New Mexico JARC grant being awarded for two more years.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 2,276,019 | \$ 5,607,917 | \$ 2,993,580 | (46.62%) |
| Capital | | | | - |
| Totals | \$ 2,276,019 | \$ 5,607,917 | \$ 2,993,580 | (46.62%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

HUMAN RESOURCES



MISSION STATEMENT

To serve as a strategic partner to County departments and external contracted entities in attracting, retaining, and developing the most suitable candidates for public service and providing a full range of centralized, comprehensive human resource management services for the County, external contracted entities, and their employees. Our mission is to establish the optimal work environment for obtaining sustained high productivity, continuous improvement, and exceptional customer service.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The team members of the Human Resources Department are responsible for conducting the business of the County in the areas of human resources management, Americans with Disabilities Act accessibility, and operations analysis, including compliance, civil service, employee relations, risk management, human resource development and training, human resource management systems, ethics, classification, compensation, benefits, general liability, recordkeeping, recruitment and selection, and operational analysis and solutions. The department is also the official custodian of the County's official personnel records.

GOALS AND OBJECTIVES

GOAL: Develop and implement a wellness curriculum.

OBJECTIVE: Host a minimum of 5 courses aimed at improving the health and wellness education of employees and ensure a minimum of 15% of employee's attendance by the end of each calendar year.

GOAL: Develop a Training and Development plan involving a variety of courses for the following year.

OBJECTIVE: Ensure a participation of 30% of employees and 20% of supervisors attend by the end of each calendar year.

HUMAN RESOURCES

- GOAL:** Develop and implement a leadership curriculum.
- OBJECTIVE:** Continue hosting a minimum of 6 courses aimed at all levels of supervisors and ensure a participation of 10% by the end of each calendar year.
- GOAL:** Develop and implement an advanced-level leadership curriculum.
- OBJECTIVE:** Host a minimum of 6 courses aimed at mid-level career supervisors and ensure a participation of 10% by the end of each calendar year.
- GOAL:** Develop and implement a leadership development program aimed at training mid-level management within the Sheriff's Office.
- OBJECTIVE:** Ensure 100% attendance by Sergeant Ranks and higher.
- GOAL:** Assist in the maintenance of the reclassification project.
- OBJECTIVE:** Ensure updates of job descriptions and classifications as positions vacate to 100%.
- GOAL:** Develop and implement a user training for NEOGOV OHC.
- OBJECTIVE:** Focus on streamlining efficiencies, and ensure a minimum of 50% of departments receive training that will enable them to use the program and ensure more effective recruitment.
- GOAL:** Continue to analyze and process department reclassification on the Reclassification Plan.
- OBJECTIVE:** Ensure the plan is 100% complete for all FY18 departments.
- GOAL:** Revise and update 100% of the County's Equal Employment Opportunity Plan (EEO).
- OBJECTIVE:** Ensure compliance by the County by FY18.
- GOAL:** Update the Sheriff's Office Recruitment Plan and implement objectives.
- OBJECTIVE:** Increase female applicants by 3% for all Detention Officer Positions announced during FY17.
- GOAL:** Develop and implement a Health Savings Account action plan.
- OBJECTIVE:** Educate a minimum of 20% of County employees on its benefits by FY18.
- GOAL:** Develop and implement an FMLA process.
- OBJECTIVE:** Increases efficiency through simplification of resources, and utilization of the Munis self service module while training a minimum of 20% of County supervisors.
- GOAL:** Create and implement a PAF procedure manual.
- OBJECTIVE:** Ensure 100% of PAF designees throughout the County are trained on all procedures within the manual.

HUMAN RESOURCES

GOAL: Create a minimum of three new employment policies.

OBJECTIVE: To advance the Adult Probation Department and update a minimum of 50% of current employment policies.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Tracking the ACA stats for 2015 and ensuring the ACA reporting was submitted on time by the initial 1/31/2016 not only for the County of El Paso, but also the Adult Probation Department (WTCSCD) and Emergence Health Network (EHN).
- Onboarding the County's first Wellness Coordinator in 2015 and Development of Strategic Employee Health and Wellness Plan for plan year 2016 with full implementation of Health and Dental TPA resources, network discounts, pharmacy, & Communication.
- Development and Implementation of Jelly Vision (Alex) program which uses an avatar type interactive system to communicate with members about health plans and related ancillary benefits and recommends options based on individual usage of medical services.
- Development and Design of an updated Health Plan and Rate Modeling for which included reduction in premiums and Health Savings Account incentives.
- Increasing the County's Risk Pool Reserve funds from \$1.8M to \$7.2M.
- Implementing a holistic strategic plan complete with new performance metrics being tracked, goals and objectives being written and scorecards being generated to measure those outcomes.
- Creating a diverse Training Calendar for the upcoming calendar year for all levels of County employees and ensured its publication prior to the start of the year.
- Completing the reclassification of various positions for those departments assigned within the FY2014 and FY2015 plan years.
- Completing the major recruitment of five (5) department head level positions to include: Parks and Special Events Director, Criminal Justice Director, County Court at Law Administrator, Economic Development Director, and the Chief Administrator.
- Revising various employment policies and having them approved by the Commissioners Court.
- Successfully administered and maintained the Prescription Discount Card program which allows for all county residents to participate in the program and save on the cost of medications.
- Update of County of El Paso American with Disabilities (ADA) Transition Plan.

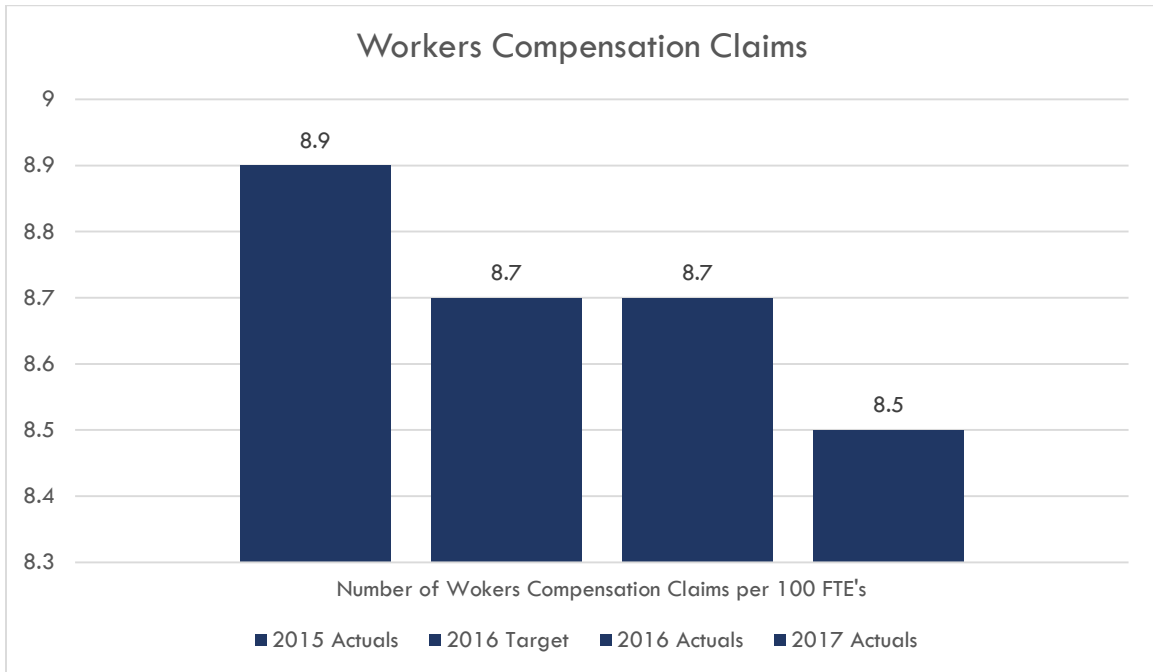
HUMAN RESOURCES

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Amount and Percentage of Service Requests requested from the Benefits Section and resolved within 24 hours | N/A | N/A | 96.20% | 97% |
| Average Percentage Productivity Loss due to personal health problems over two weeks prior to survey by year: | | | | |
| Absenteeism | N/A | 1.83% | 1.83% | 1.80% |
| Presenteeism | N/A | 6.11% | 6.11% | 6.00% |
| Percentage of Participants with and without metabolic syndrome: | | | | |
| Passed | N/A | 71% | 75% | 75% |
| Failed | N/A | 29% | 25% | 25% |
| Number of Workers Compensation Claims submitted per 100 FTEs. | 8.9 | 8.7 | 8.7 | 8.5 |
| Average Cost of per Workers Compensation Claims per year. | \$7,835 | \$7,500 | \$7,398 | \$7,000 |
| Percentage of vehicle traffic accidents per vehicle volume per year. | 7.20% | 7.40% | 7.49% | 7.00% |
| Percentage of employee "at fault" vehicle traffic accidents per year. | 56% | 50% | 48.98% | 47% |
| Total number of training hours received by County employees per year. | 60,403 | 75,000 | 91,376 | 75,000 |
| Average number of training hours received per employee per year. | 22 | 25 | 32.6 | 25 |
| Percentage of new hires processed per total vacancies per month. | N/A | 25% | 20.75% | 25% |
| Percentage of promotions processed per total hires. | N/A | 50% | 45% | 50% |
| Percentage of unemployment claims: | | | | |
| Awarded in the County's favor | N/A | 100% | 86% | 100% |
| Not Awarded in the County's favor | N/A | 0% | 14% | 0% |

HUMAN RESOURCES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Percentage of grievances: | | | | |
| Upheld | N/A | 100% | 50% | 100% |
| Overtured | N/A | 0% | 50% | 0% |
| Average sick leave hours per employee: | | | | |
| Protected | N/A | 96 | 63.37 | 96 |
| Not Protected | N/A | 24 | 54.04 | 24 |
| Percentage of position reclassifications completed based on the plan year. | | | | |
| | N/A | 100% | 89% | 100% |
| Percentage of new employees that leave the County: | | | | |
| Within 90 days of hire | N/A | 0.50% | 0.59% | 0.50% |
| Within 180 days of hire | N/A | 0.25% | 0.26% | 0.25% |
| Annually | N/A | 11.50% | 12.84% | 11.50% |
| Average number of days it takes to fill a position per year. | | | | |
| | N/A | 90 days | 106 days | 90 days |
| Average tenure of County employees. | | | | |
| | N/A | 10.5 years | 10.78 years | 10.5 years |
| Percentage of employees retiring each year. | | | | |
| | N/A | 2.50% | 0.39% | 2.50% |



HUMAN RESOURCES

JUDGING SUCCESS

One of the county's goals is: **Professional, Effective County Organization**. As stated in the mission statement, the Human Resources department serves County departments in attracting, retaining, and developing the most suitable candidates for public service by targeting their total number of new hires processed at less than 25%.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During FY16 the County Admin Office, in coordination with the Human Resources department underwent an office reorganization which included the transfer of the Contracts Division to the Human Resources for no overall budget increase. Other changes to various operating accounts were made in accordance with planned spending changes.

Human Resources

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 1,591,456 | \$ 1,738,648 | \$ 1,894,061 | 8.94% |
| Operating | 124,529 | 168,462 | 168,497 | 0.02% |
| Capital | 7,725 | 2,200 | 2,200 | - |
| Totals | <u>\$ 1,723,710</u> | <u>\$ 1,909,310</u> | <u>\$ 2,064,758</u> | 8.14% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 24 | 27 | 27 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>24</u> | <u>27</u> | <u>27</u> | - |

Authorized Position Detail

| | | | |
|---------------------------|---|-------------------------|---|
| ADA Coordinator | 1 | Deputy HR Officer | 3 |
| Admin. Asst. Intermediate | 5 | HR Generalist, Inter | 7 |
| Administrative Assistant | 2 | HR Manager | 2 |
| Asst Contract Admin | 1 | Human Resources Spvsr | 2 |
| Chief HR Officer | 1 | Office Specialist | 1 |
| Contract Administrator | 1 | Workers Comp Specialist | 1 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

HUMAN RESOURCES

Human Resources- EHN Contract

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|----------------|-------------------|
| Personnel | \$ 258,069 | \$ 347,114 | | (100.00%) |
| Operating | | 473 | | (100.00%) |
| Capital | | | | - |
| Totals | <u>\$ 258,069</u> | <u>\$ 347,587</u> | <u>\$ -</u> | (100.00%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 4 | | | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>4</u> | <u>-</u> | <u>-</u> | - |

Authorized Position Detail

Not Applicable

Human Resources – Risk Pool

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|------------------|------------------|-------------------|
| Personnel | | \$ 59,202 | \$ 58,059 | (1.97%) |
| Operating | | | 2,500 | 100.00% |
| Capital | | | | - |
| Totals | <u>\$ -</u> | <u>\$ 59,202</u> | <u>\$ 60,559</u> | 2.24% |

HUMAN RESOURCES

Human Resources – Risk Pool, continued

| Staffing Trends | | | | |
|----------------------|-------|-------|-------|---------|
| | 2015 | 2016 | 2017 | Percent |
| Authorized Positions | Amend | Amend | Adopt | Change |
| Full-Time Employees | | 1 | 1 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | - | 1 | 1 | - |

| Authorized Position Detail | |
|----------------------------|---|
| Wellness Coordinator | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

Human Resources – West Texas Comm. Supervise and Corrections

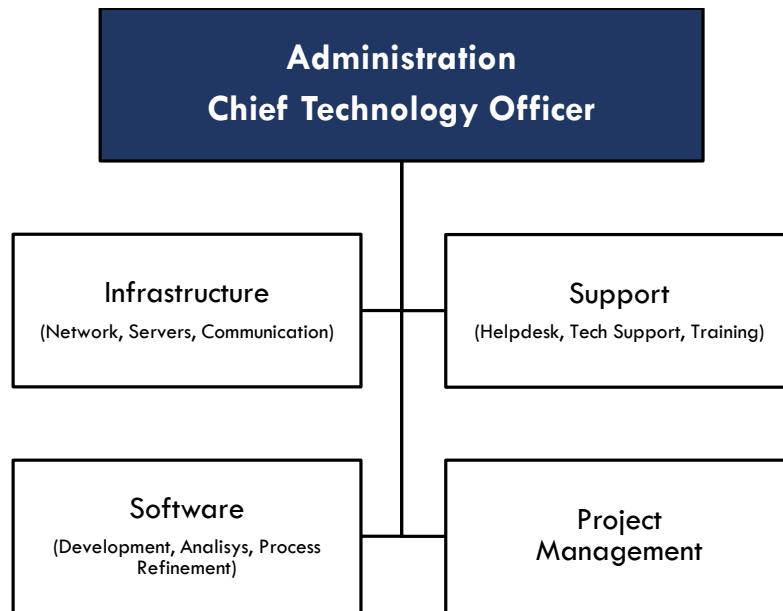
| Financial Trends | | | | |
|------------------|------------|------------|------------|---------|
| | 2015 | 2016 | 2017 | Percent |
| Character | Actuals | Budget | Budget | Change |
| Personnel | \$ 195,242 | \$ 207,099 | \$ 206,803 | (0.14%) |
| Operating | 4,572 | 14,873 | 14,623 | (1.71%) |
| Capital | | | | - |
| Totals | \$ 199,814 | \$ 221,972 | \$ 221,426 | (0.25%) |

| Staffing Trends | | | | |
|----------------------|-------|-------|-------|---------|
| | 2015 | 2016 | 2017 | Percent |
| Authorized Positions | Amend | Amend | Adopt | Change |
| Full-Time Employees | 3 | 3 | 3 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 3 | 3 | 3 | - |

| Authorized Position Detail | | | |
|-----------------------------|---|------------|---|
| HR Generalist, Intermediate | 2 | HR Manager | 1 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

INFORMATION TECHNOLOGY



MISSION STATEMENT

The Information Technology Department's mission is to provide reliable and sustainable technology services in a professional, courteous and efficient manner. We are committed to supporting the strategic goals of the County of El Paso and meeting the daily needs of each department with quality technology services. We seek continuous improvement of our systems and services in the provision of technology solutions countywide.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The department is the centralized information technology service provider for the County of El Paso, Texas. In addition to providing comprehensive technology services to the citizens and employees of the County, we also provide services to a variety of federal, state, and local entities on a contractual basis. The Department is made up of 5 divisions that perform a wide range of technology related functions.

The Administration Division is responsible for the organizational needs of the department. Centralized contract management, procurement, performance measurement, strategic planning, budgeting and resource allocation are the primary functions of the division.

The Infrastructure Division is comprised of the Database, Mainframe, Network, Server and Telecommunication Administration Sections. These sections are responsible for all core IT Infrastructure which provides Technology services to the County of El Paso and its employees. This includes the enterprise servers, the network backbone, cyber security and telecommunications infrastructure. We design, install, administer, and optimize the operations of the Databases,

INFORMATION TECHNOLOGY

Mainframe, Network, Servers and Telephones while achieving high reliability, availability and security.

The primary goal of IT Support Service Management is to be the central point of contact between the County and the IT department. When dealing with a large group of diverse customers with various needs, efficiency dictates that we gather, categorize and route appropriately through one consistent portal. This is where the County Helpdesk comes into action. The helpdesk employs best practices in service response through the use of a Helpdesk Expert Automated Ticketing (HEAT) system in order to detail the time of incident, the end user and the problem details and route the incident to the correct technical staff.

The Software Division is comprised of Software Development, Software Specialist Support and Web Media Design. The Software Division develops in-house cost-saving software and electronic solutions, provides Tier 2 application support encompassing high level business analysis and innovative solutions, and designs high quality and inventive web media solutions.

The Project Management Division (PMD) administers a wide range of Information Technology related projects for El Paso County. The PMD professionally manages internal and external resources to meet complex requirements for projects such as enterprise applications, software development and upgrades, hardware and communication deployments, and office build outs. The PMD team incorporates the Project Management Institute's (PMI) best practices and policies to effectively and efficiently manage the initiation, planning, execution, deployment, and closing of all assigned projects.

GOALS AND OBJECTIVES

Infrastructure Division

GOAL: Optimize system availability of County of El Paso's: Network, Server, Software & Telephony systems.

OBJECTIVE: Maintain a 96% system availability average over primary County of El Paso remotely networked locations.

OBJECTIVE: Maintain a 96% system availability average over primary County of El Paso locally maintained file, printer, database and application servers.

OBJECTIVE: Maintain a 98% system availability average over County of El Paso primary phone system.

Support Division

GOAL: To be the central point of contact between the County and the IT Department.

INFORMATION TECHNOLOGY

OBJECTIVE: To employ best practices in service request by gathering and categorizing the support request from the end user so that the service request is then documented in our Helpdesk Expert Automated Ticketing (HEAT) system and then routed to the correct support staff.

Software Division

GOAL: To design, implement and support high quality and inventive software & media solutions.

OBJECTIVE: Begin the County website refresh project aimed to improve the production of graphics, content and organization of webpages ultimately increasing the number of website visitors.

OBJECTIVE: Deploy the full suite of Enterprise Resource Planning (ERP), Tyler Munis solutions. The mainframe based ERP replacement system provides technological improvements for the management of Financials, Procurement, Human Resources, Payroll, Fixed Assets as well as other County related activities.

OBJECTIVE: Complete a new version of the District Attorney Supplemental Case Management System, Case Portal. The new version will greatly improve computer mobility with the introduction of an enhanced web interface and the ability to import external resources. This upgraded system will open the possibility for the County Attorney to utilize the benefits of this case management tool.

Project Division

GOAL: Deliver professionally managed projects to El Paso County that compliment emerging technologies and services.

OBJECTIVE: Complete the implementation and renovation of the Commissioner's Court Audio/Video Broadcast system. This project will replace outdated technology with new state-of-the-art audio and video equipment, providing High definition video, improved sound system and video presence, and a higher production value.

OBJECTIVE: Deploy the electronic bonding application "eBond", which allows for bonding companies to submit electronic bonds and power of attorney via a web-based portal to the El Paso County Jail facilities. This application will increase the efficiency of the bonding process and release of inmates.

OBJECTIVE: Begin the redesign and renovation of the MDR building to allow for a more functional workspace for the County department occupants. This move will require new office space renovations that will improve technology infrastructure, security, workplace functionality, and other efficiencies to improve the employee experience.

INFORMATION TECHNOLOGY

FISCAL YEAR 2016 ACCOMPLISHMENTS

Infrastructure Division

- County Courthouse Wireless Network: Improved the County Courthouse Wireless Network to provide mobile network access to Courts, employees and general public.
- County Data-file Archival and Backup System Implementation: Commence the installation of a next-generation data management system, which allows for backup and archival of County data files. This solution will enhance the County's disaster recovery posture.

Support Division

- Computer Hardware Refresh: Continue replacing outdated computers, printers, scanners via the Capital Improvement Budget.

Software Division

- Odyssey Version 2014 Upgrade: Deployed the newest version of the courts and justice system, Odyssey. County Departments took advantage of a much improved features and functionality.

Project Division

- Heat Self-Serve: An online application that allows County employees to submit Heat support tickets without HelpDesk intervention, and provide employees the ability to track and monitor the status of their open and closed support tickets.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Support Division | | | | |
| Number of end users | 4,939 | 4,756 | 4,545 | 4,620 |
| Number of new hardware work orders | 4,665 | 4,884 | 1,767 | 2,017 |
| Number of hardware work orders completed | 4,307 | 4,972 | 1,692 | 2,592 |
| Number of new software work orders | 23,016 | 27,957 | 5,074 | 7,148 |
| Number of software work orders completed | 22,853 | 25,631 | 4,924 | 7,702 |
| Number surveys distributed | 64,301 | 75,010 | 29,568 | 34,568 |
| Number surveys returned | 5,885 | 6,385 | 18,763 | 28,588 |
| Survey response – very satisfied | 95% | 95% | 93% | 96% |
| Survey response - satisfied | 95% | 95% | 6% | 4% |
| Survey response – unsatisfied | 95% | 95% | 1% | 1% |
| Number of personal computers supported | 4,264 | 4,750 | 4,528 | 4,331 |

INFORMATION TECHNOLOGY

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity cont. | | | | |
| Support Division cont. | | | | |
| Number of printers supported | 3,195 | 3,250 | 2,683 | 3,535 |
| Number of personal computers (w/laptops) replaced | 1,224 | 1,399 | 560 | 1,555 |
| Number of printers replaced | 555 | 675 | 175 | 205 |
| Number of scanners replaced / purchased | 547 | 607 | 143 | 165 |
| Number of classes taught | 84 | 90 | 175 | 255 |
| Number of hours taught | 3,266 | 2,500 | 2,600 | 3,000 |
| Number of students trained | 640 | 800 | 475 | 675 |
| Number of service calls completed | 601 | 755 | 764 | 1000 |
| Infrastructure Division | | | | |
| Numbers of servers supported | 220 | 250 | 280 | 300 |
| Number of databases supported | 470 | 500 | 470 | 500 |
| Number of service calls completed | 553 | 750 | 776 | 820 |
| Number of network equipment supported | 427 | 440 | 681 | 700 |
| Number of data circuits supported | 49 | 52 | 49 | 54 |
| Number of data circuits added / upgraded | 7 | 7 | 5 | 5 |
| Network scheduled downtime (days) | 2/365 | 5/365 | 2/365 | 5/365 |
| Network unscheduled downtime (days) | 1/365 | 5/365 | 1/365 | 3/365 |
| Number of service calls completed | 704 | 705 | 943 | 980 |
| Number of telephones supported(Courthouse, JPD, SO) | 2,601 | 2,306 | 2,547 | 2,597 |
| Number of trunks on main switch supported(Courthouse, JPD, SO) | 276 | 276 | 276 | 276 |
| Number of automated attendants (Courthouse, JPD, SO) | 62 | 63 | 78 | 83 |
| Number of voice mail systems supported (Outlying Areas) | 30 | 31 | 34 | 34 |
| Number of external departments supported | 67 | 67 | 72 | 73 |
| Number of external telephones supported | 1,310 | 1,315 | 1,335 | 1,365 |
| Number of external telephone lines supported | 290 | 290 | 290 | 295 |
| Number of new telephone installs | 215 | 200 | 148 | 50 |
| Number of telephones replaced | 95 | 100 | 123 | 50 |
| Number of service calls completed | 4,959 | 5,000 | 3,600 | 3,800 |
| Project Management Division | | | | |
| Number of projects completed | 36 | 48 | 44 | 60 |
| Number of heat calls completed | 524 | 734 | 1,131 | 1,440 |
| Software Division | | | | |
| Number of in-house applications | 111 | 100 | 96 | 100 |
| Number of service calls completed | 798 | 838 | 877 | 840 |

INFORMATION TECHNOLOGY

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Infrastructure Division cont. | | | | |
| Number of voice mail systems supported (Outlying Areas) | 30 | 31 | 34 | 34 |
| Number of external departments supported | 67 | 67 | 72 | 73 |
| Number of external telephones supported | 1,310 | 1,315 | 1,335 | 1,365 |
| Number of external telephone lines supported | 290 | 290 | 290 | 295 |
| Number of new telephone installs | 215 | 200 | 148 | 50 |
| Number of telephones replaced | 95 | 100 | 123 | 50 |
| Number of service calls completed | 4,959 | 5,000 | 3,600 | 3,800 |
| Project Management Division | | | | |
| Number of projects completed | 36 | 48 | 44 | 60 |
| Number of heat calls completed | 524 | 734 | 1131 | 1440 |
| Software Division | | | | |
| Number of in-house applications | 111 | 100 | 96 | 100 |
| Number of service calls completed | 798 | 838 | 877 | 840 |
| Number of web pages | 13,508 | 11,678 | 13,648 | 12,648 |
| Number of unique web visitors | 4,426,304 | 4,603,087 | 4,868,174 | 4,879,601 |
| Number of heat calls completed | 1079 | 972 | 1137 | 750 |
| Number of heat calls completed | 362 | 290 | 293 | 110 |
| Number of 3rd party applications | 37 | 37 | 39 | 41 |
| Number of heat calls completed | 4,419 | 5082 | 4615 | 4500 |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

In alignment with the County's Strategic Plan the Information Technology Department's operating budget increased in the areas of Maint/repair Hardware for maintenance coverage on hardware acquired and in Contract Services to cover wireless surveys, outsourcing cabling services, and allow the department to develop a Technology Master Plan. Additionally, a transfer from the Sheriff's accounts was processed at no overall impact to cover cloud storage for body cameras/tasers.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 5,385,705 | \$ 5,689,660 | \$ 5,490,933 | (3.49%) |
| Operating | 3,561,561 | 4,015,556 | 4,949,003 | 23.25% |
| Capital | 67,702 | | | - |
| Totals | \$ 9,014,968 | \$ 9,705,216 | \$ 10,439,936 | 7.57% |

INFORMATION TECHNOLOGY

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 63 | 64 | 63 | (1.56%) |
| Part-Time Employees | | 1 | 1 | - |
| Temporary Employees | | | | - |
| Totals | 63 | 65 | 64 | (1.54%) |

| | | | |
|-----------------------------|---|---------------------------|---|
| Admin. Asst. Intermediate | 1 | Software Dev, Int. | 2 |
| AV Tech, Inter | 1 | Software Dev, Sr. | 1 |
| AV Tech, Senior | 1 | Software Specialist | 3 |
| Chief Technology Officer | 1 | Software Specialist, Int. | 1 |
| Computer Oper. Spec | 1 | Software Specialist, Sr. | 2 |
| Contract Analyst, Int | 1 | Support Svcs Spec, Int. | 1 |
| Database Admin., Senior | 1 | Support Svcs Spec, Sr. | 1 |
| Deputy Techn. Officer | 1 | Support Svcs Specialist | 3 |
| Financial Analyst | 1 | Support Technician | 6 |
| Intern (PR) | 1 | Support Tech, Int. | 4 |
| IT Manager | 4 | Support Tech, Sr. | 2 |
| IT Project Manager, Int. | 1 | System Admin, Int. | 2 |
| IT Project Manager, Sr. | 4 | System Admin, Sr. | 1 |
| IT Supervisor | 1 | System Administrator | 1 |
| IT Trainer | 2 | Telecomm. Tech, Int. | 1 |
| Mainframe Programmer | 1 | Telecomm. Tech, Sr. | 1 |
| Network Administrator | 2 | Telecomm. Technician | 1 |
| Network Administrator, Sr. | 1 | Web Media Des., Int. | 1 |
| Network Administrator, Int. | 1 | Web Media Des., Sr. | 1 |
| Software Developer | 2 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

PROJECT FUTURE - EPWBA

MISSION STATEMENT

To better the lives of community youth who have reached the maximum age for foster care and can benefit from additional positive and stable influences.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Project Future program was brought to El Paso County in fiscal year 2012 in partnership with the El Paso Women's Bar Association (EPWBA) to assist community youth who have reached the maximum age for foster care and who would benefit from additional influence from professional adults in a work environment. The program provides positive and stable influences to youth on the challenges of work, higher education, and daily life. Lacking a stable support system and being ill-equipped to face the challenges of independent living, these youth face a higher risk of incarceration, homelessness, unemployment, domestic violence, teen pregnancy, poverty, mental illness, and substance abuse. Over the 6-week paid internship, the youth are provided experiences to help develop goal-oriented perspectives and valuable work ethic to help them achieve a successful future.

GOALS AND OBJECTIVES

GOAL: Provide at-risk youth with an opportunity to develop professional experience, and better their lives.

OBJECTIVE: Provide mentorship and internship opportunities to community youth who have reached the maximum age for foster care and can benefit from additional positive and stable influences by employing 100% of authorized positions.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Employed 10 community youth members as interns and placed them in departments where they received exposure to a professional work environment.
- Provided life enriching trainings on a weekly basis, with topics aimed at educating these youth on their professional development and personal wellbeing.
- Provided county employees with the opportunity to interact with and mentor these youth, while receiving office assistance from them.

PROJECT FUTURE - EPWBA

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

To properly categorize the budget to the expenditures, the Budget and Fiscal Policy department transferred the budget from Salaries Part Time to Salaries Temp Pool.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 20,736 | \$ 23,246 | \$ 19,673 | (15.37%) |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 20,736 | \$ 23,246 | \$ 19,673 | (15.37%) |

Staffing Trends

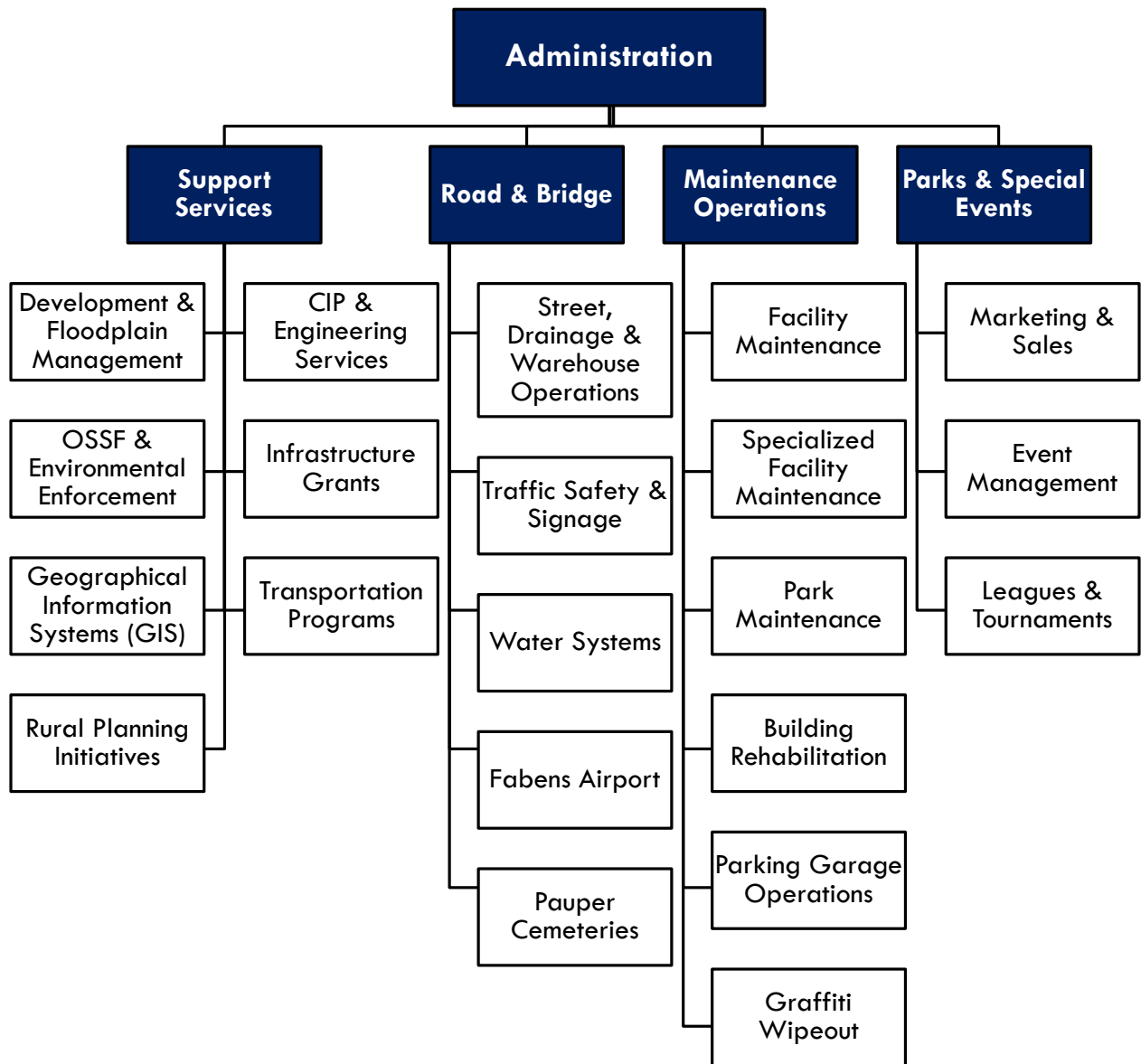
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | - |
| Part-Time Employees | | | | - |
| Temporary Employees | 13 | 13 | 13 | - |
| Totals | 13 | 13 | 13 | - |

Authorized Position Detail

| | |
|--------------------------|----|
| Office Specialist (Temp) | 13 |
|--------------------------|----|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

PUBLIC WORKS



MISSION STATEMENT

The El Paso County Public Works Department is committed to excellence by being a leader of innovative, professional and quality public works services. The Department strives to provide a systematic approach to the care and maintenance of the County's infrastructure, including all building and jail facilities, parks, roads, bridges, water systems, airport, and other public works operations. Additionally, it provides service in the areas of development and stormwater management, environmental enforcement, capital improvement planning, design and construction, transportation and rural planning; and provides support to townships and rural municipalities in the County to maximize quality of service and fiscal responsibility.

PUBLIC WORKS

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Public Works Department is organized into four core divisions; Support Services, Road & Bridge, Maintenance Operations, and Parks & Special Events. The primary activities and services within each of the divisions are as shown on the organizational chart and described below.

MAINTENANCE OPERATIONS

The Maintenance Operations Division is responsible for maintenance and repair services to over 61 County buildings (1,274,689 square feet), over 815 acres of ground maintenance (parks), and over 749,011 square feet of jail and other correctional facilities. The Division utilizes a comprehensive inspection and preventive maintenance program that addresses optimal function and operational condition of emergency management systems, heating and cooling systems, plumbing and electrical systems, structural modifications, ADA compliance, and other services. Additionally, the Division provides a variety of specialized services including advanced technical maintenance support, in-house small scale building construction renovations, manages parking garage operations, and handles the Graffiti Wipeout Program. Since all Senior Mechanics are state-licensed in one or more fields, more than 95% of all services are performed in-house.

Budgets for various maintenance accounts are reflected in the programs the facility operation pertains to: park and aquatics maintenance is detailed in the “Culture and Recreation” program, medical examiner maintenance is detailed in the “Health and Welfare” program, and Sheriff Facility maintenance is detailed in the “Public Safety” program. All remaining facilities maintenance budgets are totaled below. The accounts shown below are: Ancillary Building Maintenance, Ascarate Annex Building, Community Center Maintenance, East Side Annex, Building Maintenance, Mission Valley Annex, Northeast Annex, Northwest Annex, Parking Garage Maint & Operations, Parking Garage Enhancement, Youth Services Center and Ysleta Annex.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Successful integration of new assigned programs; Graffiti and Special Facilities Maintenance.
- Enhanced general park maintenance countywide.
- Procurement/Completion of major capital projects; Sportspark Remediation, County Mobility Plan project designs, etc.
- Completion of major rehabilitation work within County facilities; Parks administrative offices, Domestic Relations Office, etc.
- Development and adoption of Residential Street Lighting Program/Policy.
- Opening of new Sign Shop within Road & Bridge Division.
- Replacement, rehabilitation and modernization of major facility equipment: LED Fixtures, Chillers, Evaporative Coolers, etc.

PUBLIC WORKS

- Refresh of GIS Layers for road and park assets.
- Interlocal Agreement invites to County school districts.
- Completion of County Regional Park Plan (maintenance & enhancements) at an estimated \$64 million investment – pending adoption.
- Completion and submission of 10-Year Major Capital Plan.
- Licensed and hosted major special events at Ascarate Park contributing to \$500,000+ in special event revenue.
- Reassessment and adoption of new fee schedule for County park venues.

GOALS AND OBJECTIVES

BUILDING MAINTENANCE SECTION

GOAL: To provide a safe, clean and functional environment for employees and the general public in all County buildings at minimal cost, perform minor building rehabilitation work within the facilities to accommodate service needs, and oversee the operations and maintenance of the County parking garages and lots to accommodate needs of its users.

OBJECTIVE: Complete 100% of all inspections and achieve a first time passing rate, maintain a cost per square foot of \$2.00 or less for all maintenance activities, perform at least 97% of all maintenance work in-house, assure that all buildings are ADA complaint and make any necessary improvements or corrective actions without delay, complete building rehabilitation work on a timely and prioritized manner as approved by Commissioners Court, and maintain records for all County parking garages and lots to insure proper documentation and reporting on their use, revenues generated, and maintenance needs.

JUDGING SUCCESS

One of the county's goals is: **Financially Sound County Government**. The Public Works department maintains all County facilities, buildings, and infrastructure. By investing in County facilities continuously the County reduces repair requests and is able to maintain a financially sound government by avoiding unplanned interruptions with these assets.

PUBLIC WORKS

PERFORMANCE MEASURES

| Department Activity | 2016 Target | 2016 Actuals | 2017 Target |
|--|------------------------|-------------------------|------------------------|
| Outputs: | | | |
| Custodial Expenditures per Square Foot (687,023 sqft of total building footprint with custodial service) | \$1.20 | \$0.71 | \$0.78 |
| Repair Expenditures per Square Foot Maintained (2,023,700 sqft of total buildings/special facilities maintained) | \$1.67 | \$1.16 | \$1.18 |
| Repair Requests per 100,000 sqft for Building & Special Facility Maintenance: 2,023,700 sqft) | \$500 | \$217 | \$224 |
| % of Structures/Improvements Inspected Annually | 70% | 85% | 90% |
| Park Maintenance Expenditures per Acre (814 total park acres) | \$2,075 | \$977 | \$980 |
| Total Park Acres Maintained Per Maintenance Employee (FY16 - 37 total FTEs) | 16 | 28 | 28 |

BUILDING MAINTENANCE AND GENERAL MAINTENANCE ACCOUNTS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 1,818,150 | \$ 2,393,410 | \$ 2,279,622 | (4.75%) |
| Operating | 1,812,866 | 2,217,402 | 2,268,255 | 2.29% |
| Capital | 28,034 | | 130,000 | 100.00% |
| Totals | <u>\$ 3,659,050</u> | <u>\$ 4,610,812</u> | <u>\$ 4,677,877</u> | 1.45% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 27 | 28 | 28 | - |
| Part-Time Employees | 24 | 25 | 27 | 8.00% |
| Temporary Employees | | | | - |
| Totals | <u>51</u> | <u>53</u> | <u>55</u> | 3.77% |

PUBLIC WORKS

| Authorized Position Detail | | | |
|-----------------------------|----|-----------------------------|---|
| Admin Serv Manager | 1 | Fac Main Mech, Sr. HVAC | 3 |
| Assoc Dep Dir Main Op | 1 | Fac Main Mech, Sr. Locktech | 1 |
| Build Sys & EMS Oper Mgr | 1 | Fac Main Mech, Sr. Plumber | 3 |
| Building Const. Coord. | 1 | Fac Maint Mech, Inter | 4 |
| Building Construction Coo | 1 | Fac Maint Mechanic | 3 |
| Custodian | 27 | Fac Maint Worker | 1 |
| Custodian Foreman | 1 | Fac Superintendent | 1 |
| Custodian, Lead | 1 | Office Specialist | 1 |
| Fac Main Mech, Sr. Electric | 3 | Public Works Bldg Mgr | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

EL PASO COUNTY MOBILITY

GOAL: To utilize local funding to provide preliminary engineering services, purchase necessary rights of ways and contribute local match to much needed roadway projects throughout the County.

OBJECTIVE: This County is currently leveraging the County mobility funds along with the Transportation Fund fee in our special revenue accounts to best leverage state and local funding to generate and leverage in excess of \$400 million in funding towards developing the transportation infrastructure in the outlying areas of the County.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During Budget Hearings for FY17 Commissioners Court approved to increase the professional services and land account to cover planning, specifications and engineering, and right of way for upcoming projects.

| Financial Trends | | | | |
|------------------|-----------------|----------------|----------------|-------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | | | | - |
| Operating | | \$2,301,250 | \$2,500,000 | 8.64% |
| Capital | | | 500,000 | - |
| Totals | \$ - | \$2,301,250 | \$3,000,000 | 30.36% |

PUBLIC WORKS

Staffing Trends

| | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|---------------|----------------|---------------|-------------------|
| Authorized Positions | | | | |
| Full-Time Employees | | | | - |
| Part-Time Employees | | Not Applicable | | - |
| Temporary Employees | | | | - |
| Totals | | | | - |

Authorized Position Detail

Not Applicable

GRAFFITI WIPEOUT

GOAL: Maintain a graffiti-free environment in the County; and provide sustained and adequate maintenance of the Concordia Cemetery.

OBJECTIVE: Utilize resources and funding to the maximum extent to remove graffiti visible to the public; and expand opportunities for probationer assistance in the program.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The County Graffiti Wipe Out GF program was set up during the FY16 adoption of the budget under the Facilities Management account. During FY16 the employee and the operating budgets to run the operations were transferred to the new County Graffiti Wipe Out GF Index. The budget was increased to meet the full year staffing needs for FY17 and to cover the operating needs of the department.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | \$ 28,204 | \$ 56,408 | 100.00% |
| Operating | | 9,180 | 9,180 | - |
| Capital | | | | - |
| Totals | \$ - | \$ 37,384 | \$ 65,588 | 75.44% |

PUBLIC WORKS

Staffing Trends

| | 2015 | 2016 | 2017 | Percent |
|----------------------|-------|-------|-------|---------|
| Authorized Positions | Amend | Amend | Adopt | Change |
| Full-Time Employees | | 1 | 1 | - |
| Part-Time Employees | | | 1 | 100.00% |
| Temporary Employees | | | | - |
| Totals | - | 1 | 2 | 100.00% |

Authorized Position Detail

| | | | |
|----------------------|---|-----------------------|---|
| Graffiti Prog. Spec. | 1 | Graffiti Prog. Coord. | 1 |
|----------------------|---|-----------------------|---|

*Refer to Appendix A for detail on personnel changes for this Department.

PARKING GARAGE-MAINTENANCE AND OPERATIONS

Financial Trends

| Character | 2015 | 2016 | 2017 | Percent |
|-----------|------------|------------|------------|----------|
| | Actuals | Budget | Budget | Change |
| Personnel | \$ 114,469 | \$ 120,231 | \$ 119,856 | (0.31%) |
| Operating | 15,467 | 23,164 | 23,164 | - |
| Capital | | 100,000 | | - |
| Totals | \$ 129,936 | \$ 243,395 | \$ 143,020 | (70.18%) |

Staffing Trends

| | 2015 | 2016 | 2017 | Percent |
|----------------------|-------|-------|-------|---------|
| Authorized Positions | Amend | Amend | Adopt | Change |
| Full-Time Employees | 1 | 1 | 1 | - |
| Part-Time Employees | 3 | 3 | 3 | - |
| Temporary Employees | | | | - |
| Totals | 4 | 4 | 4 | - |

Authorized Position Detail

| | | | |
|-------------------|---|------------------------|---|
| Cashier/Attendant | 3 | Parking Garage Manager | 1 |
|-------------------|---|------------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

PUBLIC WORKS

SUPPORT SERVICES DIVISION

The Support Services Division includes a variety of smaller programs managed by the Public Works Department that are critical to the day-to-day operations of the Department and the County. These are described below:

Development & Floodplain Management

This section handles all platting requirements and plan reviews for development in the County, including stormwater management.

GOAL: Provide a more efficient and timely plan review process; inform the public of development requirements; and to conduct stormwater outreach as part of administering development projects.

OBJECTIVE: Finalize land development procedures that streamline the review process, that detail review requirements, and that establish inspection fees to reduce poor-quality plan submittals; post development procedures on the County website for ease of communication to the public; retain a consultant to update the development and subdivision regulations, that includes public outreach and developer participation.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-------------------------|------------------------|-------------------------|------------------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Certificates of Compliance | 1,075 | 1,100 | 871 | 900 |
| Pavement Cuts | 168 | 150 | 339 | 300 |
| Address Corrections | 107 | 100 | 204 | 150 |
| Map reproduction | 3 | 0 | 0 | 0 |
| Average Days for Plan Review, Residential Plan Review | N/A | 37 | 63 | 45 |
| Average Days for Plan Review, Commercial Plan Review | N/A | 54 | 72 | 60 |
| Complete Capital Projects on-time & within budget | N/A | 100% | 85% | 100% |

PUBLIC WORKS

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-------------------------|------------------------|-------------------------|------------------------|
| Outputs: | | | | |
| Receive Grants or Create | | | | |
| Infrastructure Partnerships Annually | N/A | 1 | 1 | 1 |
| Achieve turnaround time from initial call to cleanup of graffiti | N/A | 2 | 7 | 4 |
| GIS County Asset Updates | N/A | 90% | 80% | 85% |
| Total number of notice of violations issued quarterly for environmental enforcement | N/A | 250 | 365 | 365 |
| Close case of initial OSSF investigation for code violations | N/A | 30 days | 42 days | 40 days |
| Average days for subdivision plat review | N/A | 30 days | 45 days | 30 days |
| % of stormwater infrastructure inspected and in good condition annually | N/A | 75% | 10% | 15% |

CIP & Engineering Services

This section is responsible for capital planning, design and project oversight for major infrastructure projects.

GOAL: Develop a more cohesive design program with subject matter expertise; standardize methods of project record keeping and assessment; and implement a training schedule to establish parameters for project management.

OBJECTIVE: Develop improved scopes and cost estimates for project execution; insure that all County projects are uniformly documented from start to completion under a standardized system.

GIS

This section has the responsibility for gathering and managing geographic data for the Department and County to analyze, visualize, and disseminate information maps.

GOAL: Maintain technology/equipment in good working form; and insure departmental layers and databases are up-to-date for public dissemination.

OBJECTIVE: Gather data and update continuous flow of information from activities of the department; and minimize downtime of technology/equipment that is non-operational.

PUBLIC WORKS

Rural Planning Initiatives

This section approved as a new program to the Public Works Department in October 2016, manages neighborhood outreach and implementation, development of rural sector area planning documents, and identifies infrastructure needs by community.

GOAL: Develop strategic plans for neighborhoods in the unincorporated areas of the County and assist with funding identification for meeting neighborhood infrastructure and service needs; and increase neighborhood participation countywide.

OBJECTIVE: Work with consultants, neighborhood leaders and staff to develop comprehensive short- and long-term plans and recommendations for County neighborhood infrastructure and service programs; and develop and oversee a neighborhood outreach program.

*Budget and programming for support services divisions is reflected in the program the service pertains to: On-Site Sewage and Health Inspection is detailed in the “Health and Welfare” program, the Fabens Airport and Tornillo Port of Entry is detailed in the “Public Works” program and Infrastructure Development is detailed in the “Resource Development” program.

ROAD AND BRIDGE ADMINISTRATION

*The Road and Bridge division is primarily funded through Special Revenue funds. Funding is detailed in the “Special Revenue” section. However, administration for Road and Bridge was transferred to the General Fund in fiscal year 2015. Budget and financial trends for the Administration section of Road and Bridge are shown below.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The salary accounts were adjusted to meet full year staffing needs for FY17. The funding under Stormwater Outreach was increased to cover the increase in cleanup events. In alignment with the County’s Strategic Plan funding has been allocated to the Public Works department to cover consultant preparation of sector plans and transportation programs under contracted services. The Equipment funds were transferred to the parking Garage Enhancement account.

PUBLIC WORKS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 1,271,010 | \$ 1,365,250 | \$ 1,372,511 | 0.53% |
| Operating | 35,693 | 123,779 | 518,100 | 76.11% |
| Capital | | 30,000 | | - |
| Totals | \$ 1,306,703 | \$ 1,519,029 | \$ 1,890,611 | 19.65% |

Staffing Trends

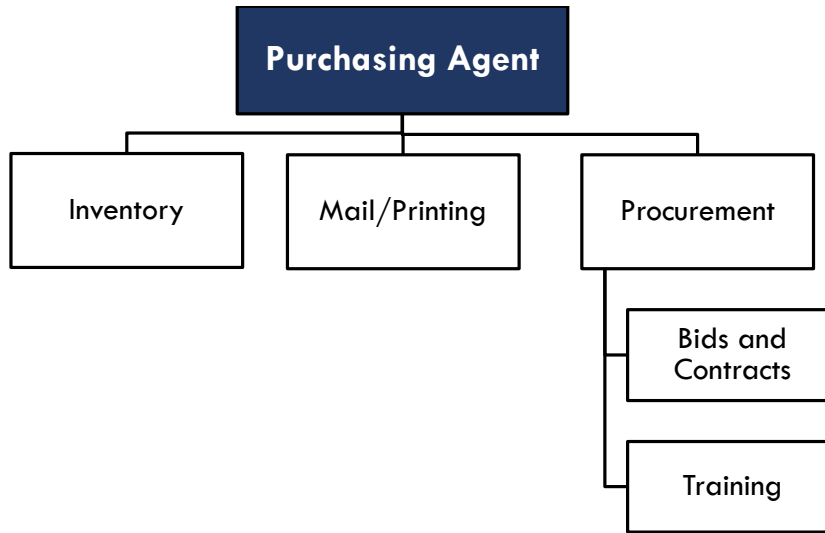
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 13 | 14 | 17 | 17.65% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 13 | 14 | 17 | 17.65% |

Authorized Position Detail

| | | | |
|---------------------------|---|----------------------------|---|
| Admin. Assistant, Senior | 1 | GIS Manager | 1 |
| Admin. Asst. Intermediate | 1 | GIS Specialist (Gen. Adm.) | 1 |
| Chief Planner | 1 | Lead Planner | 1 |
| CIP & Design Engineer | 1 | PW Deputy Director | 1 |
| Civil Engineer | 3 | PW Parks Maint Mgr | 1 |
| D&F Plan Prgrm Engineer | 1 | PW Director | 1 |
| Engineer Assoc Tech | 1 | Transp Prog Engineer | 1 |
| | | Zoning/Compliance Insp | 1 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

PURCHASING



MISSION STATEMENT

To provide the most expedient and efficient procurement service to the County of El Paso, while ensuring 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 & 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 also administers the operation of the print copy center, central supply, as well as, all mail functions for the County of El Paso.

PURCHASING

GOALS AND OBJECTIVES

GOAL: Simplify, clarify and streamline the purchasing process of the County of El Paso.

OBJECTIVE: Develop standard procedures and guidelines in all service areas provided by the Purchasing Department.

OBJECTIVE: Develop customer service goals, benchmarks and guidelines for internal and external customers.

OBJECTIVE: Clearly communicate to departments procedures for formal and informal purchases, and for fixed asset and inventory processing.

OBJECTIVE: Develop and implement problem resolution guidelines the aid in the resolution of department and vendor purchasing difficulties.

OBJECTIVE: Periodically review procedures and guidelines for effectiveness and make corrections.

GOAL: Develop economies of scale for countywide efficiencies and savings.

OBJECTIVE: Identify uniformities and consistencies in County purchases and identify possibilities to create term bid contracts for countywide usage.

OBJECTIVE: Identify governmental or cooperative contract that the County of El Paso may utilize in order to realize greater savings and buying power

OBJECTIVE: Solicit and award bids for all frequently used equipment and services to be utilized by the County.

OBJECTIVE: Inform County departments of available contracts in place to be utilized

OBJECTIVE: Maintain a current and updated list on the departmental purchasing intranet site of all term bid awards.

OBJECTIVE: Train all departments on how to order equipment and services directly as needed with proper funding safeguards

OBJECTIVE: Periodically review contracts for accuracy and relevance to County's needs and make corrections.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Purchasing helped test and implement a new Countywide Financial Enterprise System with its partners in the Auditor's Office, Budget and Administration, Human Resources, and Information Technologies.

PURCHASING

- Purchasing working to implement accepting electronic bids through a secure web system and implement a vendor self-service system that allows vendors to register with the County to solicit bids and be electronically notified of bid opportunities, view bid statuses, and purchase order and payment statuses.
- Purchasing expanded its County-wide bids so all departments are able to purchase items off the same bid for a specific commodity. The following items are now under a county-wide bid: Car Washes, Wrecker Towing Services, Batteries, Office Supplies, Tires, Extermination service, Wiring and cabling services, Security/fire system maintenance, and as needed on call engineering and architectural service.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Competitive bids and proposals | 70 | 71 | 76 | 76 |
| Pieces of mail processed | 459,130 | 451,503 | 461,363 | 470,000 |
| Requisitions processed | 18,792 | 16,910 | 17,042 | 17,895 |
| Control and inventory items | 79,950 | 79,569 | 82,750 | 84,000 |
| Copies processed through copy center | 1,663,340 | 1,919,340 | 1,789,978 | 1,879,475 |
| County Forms printed in-house | 3,276,290 | 3,967,991 | 3,816,432 | 3,900,000 |
| Outcomes: | | | | |
| Avg number of days to process purchase orders | 4 | 4 | 4 | 3 |
| % increase in competitive bids and proposals | (17.00%) | (17.00%) | 6% | 5% |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 1,139,611 | \$ 1,350,072 | \$ 1,333,326 | (1.24%) |
| Operating | 136,835 | 264,217 | 264,217 | - |
| Capital | | | | - |
| Totals | \$ 1,276,446 | \$ 1,614,289 | \$ 1,597,543 | (1.04%) |

PURCHASING

Staffing Trends

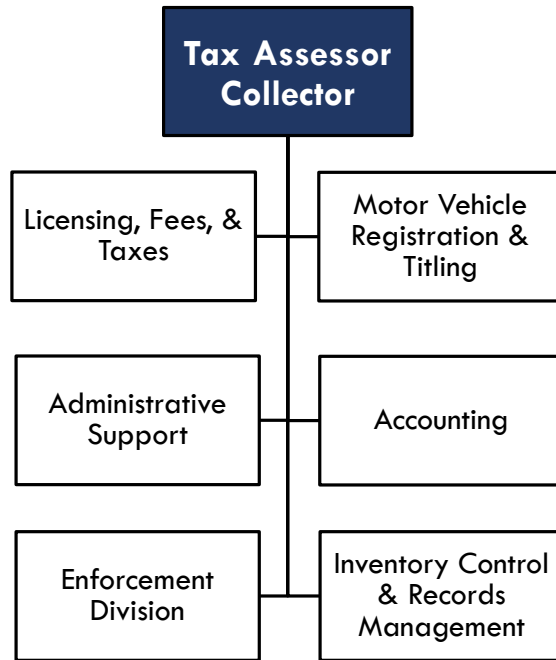
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 24 | 24 | 24 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 24 | 24 | 24 | - |

Authorized Position Detail

| | | | |
|---------------------------|---|--------------------------|---|
| Admin. Specialist Int. | 1 | Procurement Data Analyst | 2 |
| Assistant County Purchasi | 1 | Inventory Data Liaison | 1 |
| Buyer | 4 | Purchasing Agent | 1 |
| Buyer Supervisor | 1 | Purchasing Utility Lead | 1 |
| Formal Bid Buyer | 1 | Purchasing Utility Clerk | 6 |
| Invent.Control Clk. Int. | 3 | Utility Purchasing Clerk | 1 |
| Inventory Lead | 1 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

TAX ASSESSOR COLLECTOR



MISSION STATEMENT

The Mission of the Tax Office is to provide exemplary service in a cost efficient manner to all customers. Our team is dedicated to serving the public and governmental entities with enthusiasm and excellence. We will continue to focus on improving accountability, the quality of services and aggressively seek ways to lower costs.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The duties and responsibilities of the County Tax Assessor include: 1) Registering and Titling Motor Vehicles, 2) Enforcement of Motor Vehicle Laws, 3) Collection of Special Inventory Taxes, 4) Collection of Property Taxes, 5) Collection of fees, fines, Hotel Occupancy Taxes (HOT) and Sales Taxes, 6) Acting as a fiduciary and maintaining accountability of Tax Payer funds, and 7) Calculating and certifying the Effective and Rollback Tax Rates for El Paso County, The County Hospital District, and five other taxing entities within El Paso County.

GOALS AND OBJECTIVES

GOAL: To effectively collect taxes and fees on behalf of the citizens of El Paso County

OBJECTIVE: To provide more accessibility by providing our services at annexes and to include collecting via state of the art equipment that is cost effective for the Citizens of El Paso.

GOAL: To provide prompt, courteous service in the most effective manner to all customers

TAX ASSESSOR COLLECTOR

OBJECTIVE: Development of dedicated knowledgeable and trustworthy staff at all office locations and privately-owned full service offices by increasing training, supervisory, and experience requirements.

GOAL: To increase accessibility of all Tax Office services throughout the county

OBJECTIVE: To increase taxpayer contact and increase tax revenue collections to enhance our services and favorably accommodate the citizens of El Paso County.

GOAL: To identify new/potential revenue sources.

OBJECTIVE: To maximize revenue collections for the benefit of El Paso County Citizens by working with State Representatives to develop and pass new legislation.

FISCAL YEAR 2016 ACCOMPLISHMENTS

The El Paso County Tax Office increased accessibility for County Residents by opening two new Tax Office locations in the far east and far west regions of the County.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--------------------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Department Activity | | | | |
| Outputs: | | | | |
| No. of walk-in registration renewals | 524,747 | 535,242 | 570,019 | 581,419 |
| No. of online vehicle registration | 83,038 | 87,190 | 80,036 | 20,009 |
| No. of mail-in registration renewals | 38,296 | 39,062 | 29,394 | 29,982 |
| Total Registration Activity | 646,081 | 661,494 | 679,449 | 631,410 |
| Total revenue collected | \$20,658,800 | \$21,071,976 | \$21,883,378 | \$22,321,046 |

TAX ASSESSOR COLLECTOR

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-------------------------|------------------------|-------------------------|------------------------|
| Outcomes: | | | | |
| Percent increase in online vehicle registration renewals from prior year | 5% | 5% | 9% | 2% |
| Percent of increase in mail-in registration renewals | (34%) | 2% | (4%) | *(75%) |
| Percent of increase in revenue collected | 12% | 2% | 5% | (7%) |
| * Internet Renewals will no longer be processed at the County Tax Office effective January 1, 2017. | | | | |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The operating equipment (6204) and capital equipment (9300) accounts were adjusted based on the equipment allocation approved by Commissioners Court during the budget hearings. Additionally, the salary account was adjusted to meet the full year staffing needs for FY17.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 3,406,060 | \$ 3,531,342 | \$ 3,513,677 | (0.50%) |
| Operating | 130,893 | 155,248 | 156,541 | 0.83% |
| Capital | 2,250 | 24,499 | | - |
| Totals | \$ 3,539,203 | \$ 3,711,089 | \$ 3,670,218 | (1.10%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 68 | 69 | 73 | 5.80% |
| Part-Time Employees | 4 | 3 | | (100.00%) |
| Temporary Employees | | | | - |
| Totals | 72 | 72 | 73 | 1.39% |

TAX ASSESSOR COLLECTOR

| Authorized Position Detail | | | |
|-----------------------------|---|----------------------------|----|
| Account Clerk | 4 | Office Manager | 4 |
| Account Clerk, Senior | 2 | Office Specialist | 1 |
| Accountant | 1 | Office Specialist, Intern | 1 |
| Accounting Manager | 1 | Office Specialist, Senior | 1 |
| Admin. Assistant, Senior | 2 | Sr. Vehicle Title Examiner | 1 |
| Asst. Office Manager | 5 | Tax Assessor/Collector | 1 |
| Chief Deputy | 1 | Vehicle Title Clerk | 14 |
| Invent. Control Clk. Senior | 1 | Vehicle Title Clerk, Inte | 16 |
| Inventory Control Clerk | 1 | Vehicle Title Clerk, Seni | 5 |
| Investigator | 5 | Vehicle Title Examiner | 3 |
| License Specialist | 1 | Vit Enforcement Director | 1 |
| Motor Veh. Reg. & Tle. Dir. | 1 | | |

* Refer to Appendix A for detail on personnel changes for this Department.



Administration of Justice



**ADMINISTRATION OF JUSTICE
FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
WITH COMPARATIVE BUDGETS BY DEPARTMENT**

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|--|--------------|--------------|--------------|----------------|
| 193 | 6 th Administrative Judicial District | \$94,912 | \$94,912 | \$98,045 | 3.20% |
| 194 | 8 th Court of Appeals | 28,822 | 28,556 | 28,557 | - |
| 196 | Assoc. Courts & Protective Order Court | 1,485,293 | 1,518,349 | 1,519,732 | 0.09% |
| 200 | Council of Judges Administration | 6,797,069 | 8,026,378 | 8,397,622 | 4.42% |
| 207 | County Attorney | 6,828,665 | 6,945,009 | 6,841,186 | (1.52%) |
| 216 | CA Emergence Health Ntwk | 161,455 | 170,285 | 170,066 | (0.13%) |
| 219 | CA RETGH Legal – (University Med Ctr) | 969,999 | 940,572 | 918,883 | (2.36%) |
| 223 | County Court Administration | 888,827 | 702,120 | 701,374 | (0.11%) |
| 227 | County Court at Law Jud Salary Acct | 1,562,595 | 1,522,513 | 1,517,210 | (0.35%) |
| 228 | County Courts at Law | 1,935,918 | 1,944,133 | 1,902,360 | (2.20%) |
| 228 | County Criminal Courts at Law | 1,195,351 | 1,194,932 | 1,182,400 | (1.06%) |
| 232 | County Criminal Magistrate Judges Acct | 887,053 | 862,909 | 861,405 | (0.17%) |
| 233 | Criminal Law Magistrate I | 518,003 | 937,550 | 900,710 | (4.09%) |
| 236 | District Attorney | 15,188,251 | 15,420,535 | 15,346,185 | (0.48%) |
| 241 | DIMS Magistrate | 47,473 | 4,929 | | (100.00%) |
| 242 | District Courts | 5,281,245 | 5,465,422 | 5,432,961 | (0.60%) |
| 248 | District Judges Salary Supplement Acct | 331,974 | 323,638 | 323,646 | - |
| 249 | Indigent Defense | 5,542 | | | - |
| 250 | Justices of the Peace (8) | 3,520,395 | 3,710,224 | 3,663,889 | (1.26%) |
| 256 | Juvenile Court Referees | 1,022,011 | 1,016,262 | 1,014,739 | (0.15%) |
| 260 | Office of Criminal Justice Coordination | 325,987 | 2,091,883 | 2,026,674 | (3.22%) |
| 264 | Probate Courts | 1,747,921 | 1,756,965 | 1,751,841 | (0.29%) |
| 268 | Public Defender | 6,541,110 | 6,414,548 | 6,365,280 | (0.77%) |
| | | | | | |
| | Totals | \$57,365,871 | \$61,092,624 | \$60,964,765 | (0.21%) |

6TH ADMINISTRATIVE JUDICIAL DISTRICT

DEPARTMENT DESCRIPTION & 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-three other Counties 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.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|------------------|------------------|------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 94,912 | \$ 94,912 | \$ 98,045 | 3.30% |
| Capital | | | | - |
| Totals | <u>\$ 94,912</u> | <u>\$ 94,912</u> | <u>\$ 98,045</u> | 3.30% |

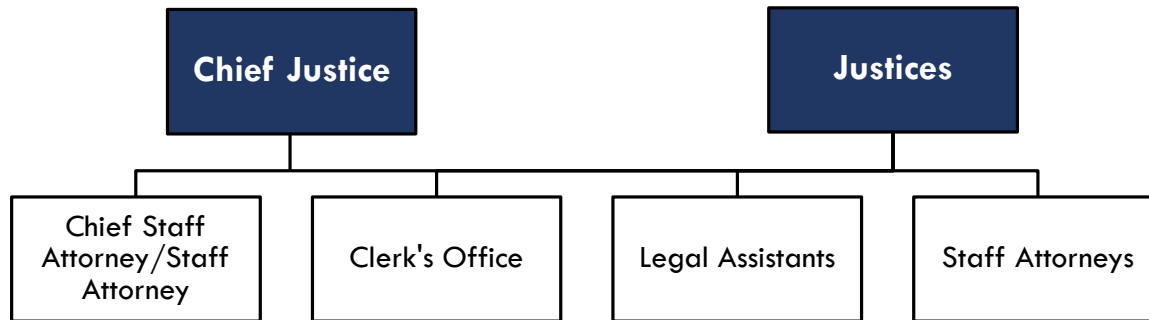
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

8TH COURT OF APPEALS



DEPARTMENT DESCRIPTION & 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 the District and County Courts of El Paso County and 16 other West Texas Counties. The Court is comprised of a Chief Justice, two Justices, six legal staff members, a secretarial/clerical staff of six and a systems analyst. The Court is primarily funded by the State and the amounts below reflect only supplemental funds provided by the County. The panel of judges, which presides over the Court, reviews the cases appealed and issues opinions on these cases.

GOALS AND OBJECTIVES

GOAL: The Eighth Court of Appeals continually strives to improve the quality of service it renders to the citizens of El Paso County, the Eighth Judicial District, and the State of Texas.

OBJECTIVE: To meet legislatively mandated target performance measures, by end of fiscal year.

| Financial Trends | | | | |
|------------------|-----------------|----------------|----------------|-------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | \$ 28,822 | \$ 28,556 | \$ 28,557 | 0.004% |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 28,822 | \$ 28,556 | \$ 28,557 | 0.004% |

8TH COURT OF APPEALS

Staffing Trends

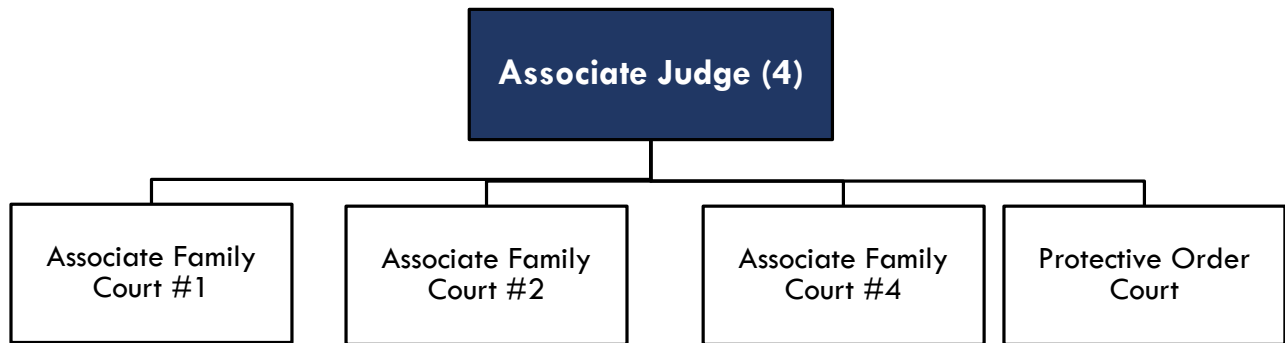
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 3 | 3 | 3 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 3 | 3 | 3 | - |

Authorized Position Detail

| | | |
|---------------|--------------------|---|
| Chief Justice | 1 Court of Appeals | 2 |
|---------------|--------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

ASSOCIATE COURTS AND PROTECTIVE ORDER COURT



DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Associate CPS Court was established by Commissioners Court in 1996 and the presiding judge is appointed by the Council of Judges to preside over child welfare cases. The Family Courts, or Associate Judges, handle divorce and child support cases as well as other family matters. Additionally, the Protective Order Court was established by Commissioners Court in 2011. The Presiding Judge appoints the Associate Judge of this Court which handles protective order cases and all related family matters such as divorces and suits affecting the parent child relationships involving the parties to the protective order case.

GOALS AND OBJECTIVES

- GOAL:** We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.
- OBJECTIVE:** To be a court system, characterized by excellence that strives to attain justice for the individual and society through the rule of law.
- OBJECTIVE:** Provide equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to an increasingly diverse society.
- OBJECTIVE:** Offer complementary methods of dispute resolution while preserving the constitutional right to trial by an impartial judge or jury and ensuring.
- OBJECTIVE:** Provide quality service that continuously improves, that meets or exceeds public expectations, and that ensures that all are treated with courtesy, dignity, and respect.
- OBJECTIVE:** Maintain the independence of the Judiciary while strengthening relations with the public, the bar, and the other branches of government.

ASSOCIATE COURTS AND PROTECTIVE ORDER COURT

OBJECTIVE: Acknowledge and enhance the potential of every person in our organization to contribute to the administration of justice through participation, training, and technology.

OBJECTIVE: Share a sense of common identity and purpose as a statewide Judiciary.

OBJECTIVE: To process the majority of protective order cases within the legally mandated 14 day period.

OBJECTIVE: Provide a continuum of judicial services for families by having a “one-stop” legal forum to resolve all family law matters litigated before, during or after a protective order application has been filed.

FISCAL YEAR 2016 ACCOMPLISHMENTS

Protective Order Court

- Caseload. The number of protective order cases has increased over the last four years. Despite this increase and the recent transition to a new Associate Judge which occurred on February 12, 2016, the Protective Order Court continued to dispose of the majority of all cases within the legally mandated 14 day period. The Court recently restructured its grant funding which will permit the court to also preside over CPS and Juvenile proceedings this coming fiscal year.
- Automation. Several accomplishments related to automation were achieved this fiscal year. This includes the configuration and installation of a unique courtroom audio/visual system to be used by litigants and their attorneys to present audio and video files, documents, and photographs during court proceedings. This was accomplished at a fraction of the cost from that which was expended by the County of El Paso on each "Elmo" system. The cost of the PO Court system was \$350 as compared to the approximately \$22,000 paid for EACH one of the Elmos. Secondly, the audio amplification system within the Courtroom was repaired by the Court as was the hearing impaired wireless audio system. Finally, ITD installed data ports for litigants desiring to access Odyssey, the County server and the internet in order to overcome the difficulties posed by Courthouse Wi-Fi connectivity.
- Facilities- the 65th District Court with the assistance of ITD and Facilities modified the Protective Order Court jury room to accommodate the increasing number of Protective Order applicants during court proceedings and set-up two private conference cubicles for attorneys to confer with their clients.
- Reporting. An internal monthly reporting system was created and implemented beginning March 1, 2016 in part to address the difficulty of obtaining tailored statistics from the Odyssey system. The monthly reports also contain additional performance data not collected nor maintained by Odyssey.

ASSOCIATE COURTS AND PROTECTIVE ORDER COURT

- **E-Filing.** All of the personnel assigned to the Protective Order Court have not only received training on the e-filing system but have actually e-filed court orders. This includes the court coordinator, bailiff, court reporter and Associate Judge. This accomplishment is unique amongst all county, district and associate courts. The Court is also the first family court to implement an automated and paperless temporary restraining and protective order process which expedites the time and effort formerly expended by litigants to obtain these types of orders. This has also resulted in a cost savings to the County and private parties.
- **Outreach, Coordination and Training.** The Court has provided legal training to community partners such as the El Paso County Domestic Relations Office (DRO). It has also coordinated with the DRO to implement community supervision services for individuals who have been found in contempt of protective order provisions. Finally the court has provided e-filing training for both governmental and private entities and individuals throughout El Paso County.]

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Associate Family Courts and the Associate Protective Order Court cases filed, disposed, and pending are reflected in the District Court activity | | | | |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 1,477,290 | \$ 1,496,957 | \$ 1,499,740 | 0.19% |
| Operating | 8,003 | 21,392 | 19,992 | (6.54%) |
| Capital | | | | - |
| Totals | <u>\$ 1,485,293</u> | <u>\$ 1,518,349</u> | <u>\$ 1,519,732</u> | 0.09% |

Staffing Trends

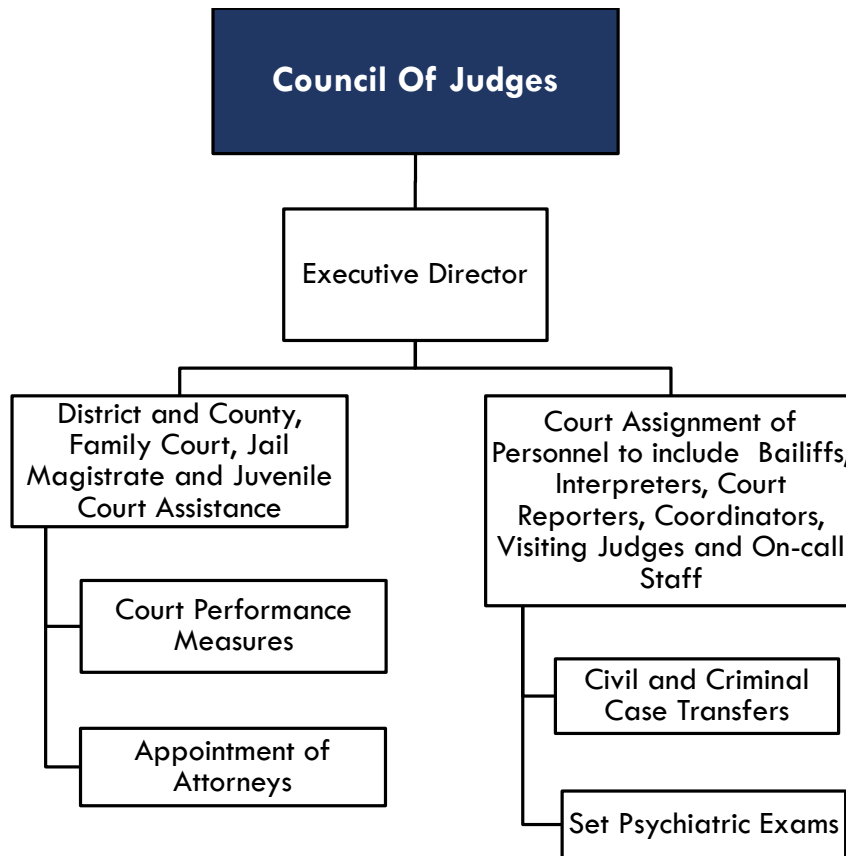
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 14 | 14 | 14 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>14</u> | <u>14</u> | <u>14</u> | - |

ASSOCIATE COURTS AND PROTECTIVE ORDER COURT

| Authorized Position Detail | | |
|----------------------------|---------------------|---|
| Associate Judge | 4 Certified Court | 3 |
| Bailiff | 5 Court Coordinator | 2 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNCIL OF JUDGES ADMINISTRATION



DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Council of Judges Administration (COJ) provides support for seventeen District Courts, seven County Courts at Law, two Probate Courts, four full-time Jail Magistrates, six part-time Jail Magistrates, three Associate Family Courts, one Protective Order Court, two Juvenile Court Referees, and four County Criminal Courts at Law.

The administration consists of administrative staff handling the transfer of civil and criminal cases to and from courts; the appointment of attorneys to criminal cases of indigent defendants who qualify under the Indigent Defense Program; the assignment of Court Interpreters providing interpreting services for all the courts on behalf of non-English speaking defendants in criminal / civil / family and Probate hearings and trials when requested. Additionally, the assignment of Court Reporters and contract reporters to the courts when requested, the assignment of temp Court Coordinators and temp Bailiffs to assist the court when necessary, assisting the Visiting Judges assigned to the courts with additional staff of a temp bailiff, court coordinator and reporter.

The department also handles keeping track of criminal law attorneys CLE's training hours in order for them to handle criminal cases, keeping track of the investigators licenses to be in compliance to the state, data entry in up-dating and entering all attorneys in the data base, and scheduling

COUNCIL OF JUDGES ADMINISTRATION

appointments for psychiatric evaluation of defendants. We also assist in preparing and updating strategic planning documents, Continuing Operations Plan (COOP) and Indigent Defense Plan, and assisting the courts during budget hearings with their requests to Commissioners Court for equipment, staff, etc. and our staff also helps to analyze and prepare Court Performance Measures for the Judiciary. The Executive Director is also the Chief Administrator in overseeing the Bailiffs who are licensed Peace Officers thru the Texas Commission on Law Enforcement (TCOLE).

GOALS AND OBJECTIVES

GOAL: We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State. To provide efficient and effective support services to the District, County and Family Courts so that they operate in their fullest capacity to serving the public, parties in both civil, criminal and family; transferring civil and criminal cases, setting up psychiatric evaluation of defendants, interpreting and court reporting services, and appointing attorneys for indigent defendants; providing temp services of Bailiffs and Court Coordinators for the courts when needed.

OBJECTIVE: Provide equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to an increasingly diverse society. Provide quality service that continuously improves, that meets or exceeds public expectations, and that ensures that all are treated with courtesy, dignity, and respect. Maintain the independence of the Judiciary while strengthening relations with the public, the bar, and the other branches of government. Acknowledge and enhance the potential of every person in our organization to contribute to the administration of justice through participation, training, and technology. Share a sense of common identity and purpose as a statewide Judiciary. Earn the respect and confidence of an informed public.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Re-organized the duties of office staff to be able to appoint attorneys for both felonies and misdemeanors to indigent defendants within 24 hours.
- Changed work stations to have two monitors each of four staff employees, which reduced the amount of time it takes to research cases for indigent appointment.
- Prepared and customized odyssey forms for the district courts and provide training for new court coordinators in the use of odyssey.
- Provided video teleconference systems for four courts that reduces transportation from jail annex and downtown jail for pleas and arraignments.

COUNCIL OF JUDGES ADMINISTRATION

- Set up 40 signature pad to sign documents and e-mail settings and other documents, as well as being able to criminal e-file documents to the district clerk and County Clerk. This reduces the printing of three copies of a setting document to only one copy for the defendant as electronic copies are e-mailed to all other parties and e-filed to the district clerk for time stamping.
- Implemented phone apps on the judge's smart phones to remotely sign documents.
- Developed and implemented Spanish audio translations for warnings used in the 24 hr JMag operation.
- Installed fingerprint system to have prints taken on defendants brought down by the courts bailiff to generate a TRN number for the courts to get credit for the disposition of the case.
- Created Nodes for the specialty courts to be able to create their own dockets.
- Five Council of Judges Staff became certified in Court Tools, the Court Performance measures used in El Paso County.
- Regarding criminal appointments of attorneys on the criminal wheels: Appointments from October 1, 2015 to September 30, 2016 totaled 16,098.
- Since the implementation of Odyssey, communicating and dealing more with the Office of Court Administration and the Texas Indigent Defense Commission, the Court Coordinator under the Council has had to:
 - Cover for Court Coordinators when they are unavailable in performing their regular duties including scheduling hearings, preparing notices for attorneys, working on jury charges during jury trials and completing any other duties as requested by the court.
 - Compile reports for courts individually and collectively including pending cases for both civil and criminal dockets, inmates pending cases in court, and Cases without future hearings.
 - Assist in the training on the use of Odyssey for court coordinators and bailiffs;
 - Support courts' staff in the creation and update of standard criminal and civil forms.
 - Manage dismissal dockets for the courts by screening all pending cases, coordinating dates and number of hearings to be set with the Court coordinator.
 - Planned and coordinated meeting with the IT department and Court Coordinators to assure which Odyssey upgrades would be made available for the courts' use.

COUNCIL OF JUDGES ADMINISTRATION

- Developed and implemented Odyssey training for all temporary court coordinators under the Council of Judges.
- Provided Odyssey Case management training for newly hired *Jail Magistrate Judges*.
- Assisted judiciary with TIDC Audit by screening cases for requested information including arrest date, Order Appointing Attorney and Magistrate warning.
- Completed 2012 dismissal project for 388th District Court.
- Completed 2014 Criminal and Civil Case Cleanup project for 205th District Court.
- Coordinated 2015 Criminal Caseload data review and cleanup for all Felony courts. Working closely with the District Attorney's office and the District Clerks office, I created a system for screening each case manually and produced lists of cases for department to review. Reviewed archived files and reports with Court Coordinators and Judges of the 120th District Court and 409th District Court.
- Supporting and assisting Judges and the Office of Court Administration to develop accurate data and procedures for producing court performance measures.

Jury Duty Court

Notices are mailed both certified and non-certified for show cause hearings to assure Jurors receive their notices promptly.

- JDC implemented common email jurydutycourt@epcounty.com where Jurors are able to communicate with JDC.
- JDC implemented URL Website with JDC information.
 - <http://www.epcounty.com/documents/JuryDutyCourtWebpage.pdf>
- JDC implemented Satisfaction Survey on Survey Monkey at <https://www.surveymonkey.com/r/GKY9TQH> and attached on JDC staff email signature. Printed Surveys are also available to jurors appearing in court.
- JDC implemented direct telephone (915) 543-3822 along with prompts for callers to communicate directly with JDC staff instead of calling County Operator.
- JDC implemented use of "admission of guilt" allowing jurors to waive their right to appear for a court hearing and submit payment for fine assessed in form of cashier's check or money order through the mail.
- Jurors who appear in court are given the opportunity to plead guilty at the beginning of court session and are immediately escorted to Financial Recovery Dept.

COUNCIL OF JUDGES ADMINISTRATION

- Began scanning Documents into juror's profile to eliminate the storage and filing of paperwork.
- JDC Bailiffs developed Operations Manual for JDC.
- JDC participated in 1st annual Juror Appreciation Week by providing snacks and drinks to jurors who reported to court, provided district and county courts and judge with "We Appreciate Our Jurors" buttons, raffled 13 gift card donated by several local restaurants, acquired banner "We Love Our Jurors" donated to JDC displaying our appreciation for jurors.
- Processed an estimation of over 3,000 jurors annually through the "Summons Hearings" conducted by JDC Bailiffs where jurors are given a new jury date to replace the one they allegedly missed.
- Opened an estimated 6,058 contempt cases for Fiscal 2015 and 3,914 for Fiscal 2016 where Notice and Order to Show Cause are prepared, printed and mailed out by JDC staff.
- Disposed over 3,000 "old" cases/bench warrants, implemented new procedures and court documents as per JDC Committee instructions.

Jury Hall

- We have listened to the concerns and needs of jurors, and we have implemented and made changes and updates to the jury software.
- The default time to complete the online questionnaire has been increased. It was previously set at ten minutes and has been increased to twenty to allow ample time for the questionnaire to be completed.
- We have incorporated an email notification of summons. The email informs the juror of summons date, location and time. The email also provide the juror with updates, for example, it informs the juror of court cancellation, change of date of summons as well as providing updates on time and location.
- Medical forms and affidavit's submitted for exemption or deferrals have a turnaround time, from date of receipt, of three days maximum. The juror receives notification of disposition through email and/or a phone call.
- We have made all updates to the jury software as of this date. We routinely continue to check in with the vendors to keep informed of any new updates and requirements as needed.

COUNCIL OF JUDGES ADMINISTRATION

- Implemented procedures for jurors to donate their pay to 1) Crime victims programs, 2) Child welfare programs AND 3) Veterans court.
- Upgraded the Jury System to produce Courttools #8 productivity performance reports.
- Developed a data form for the courts to provide # of jurors used before a panel is selected and if trial was held for inputting into the CourtTools #8 performance measurement.

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Indigent Appointments | 16,354 | 16,354 | 16,098 | 16,098 |
| Reported at the District and County Court Levels | | | | |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The Council department salary accounts were adjusted to meet the full year staffing needs for FY17 Budget Hearings. Commissioners Court approved the transfer of \$382,353 from the General and Administrative contracted services account to cover the estimated costs of the 16-22 program.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 1,771,366 | \$ 2,073,913 | \$ 2,063,285 | (0.51%) |
| Operating | 5,025,703 | 5,952,465 | 6,334,337 | 6.42% |
| Capital | | | | - |
| Totals | <u>\$ 6,797,069</u> | <u>\$ 8,026,378</u> | <u>\$ 8,397,622</u> | 4.63% |

Staffing Trends

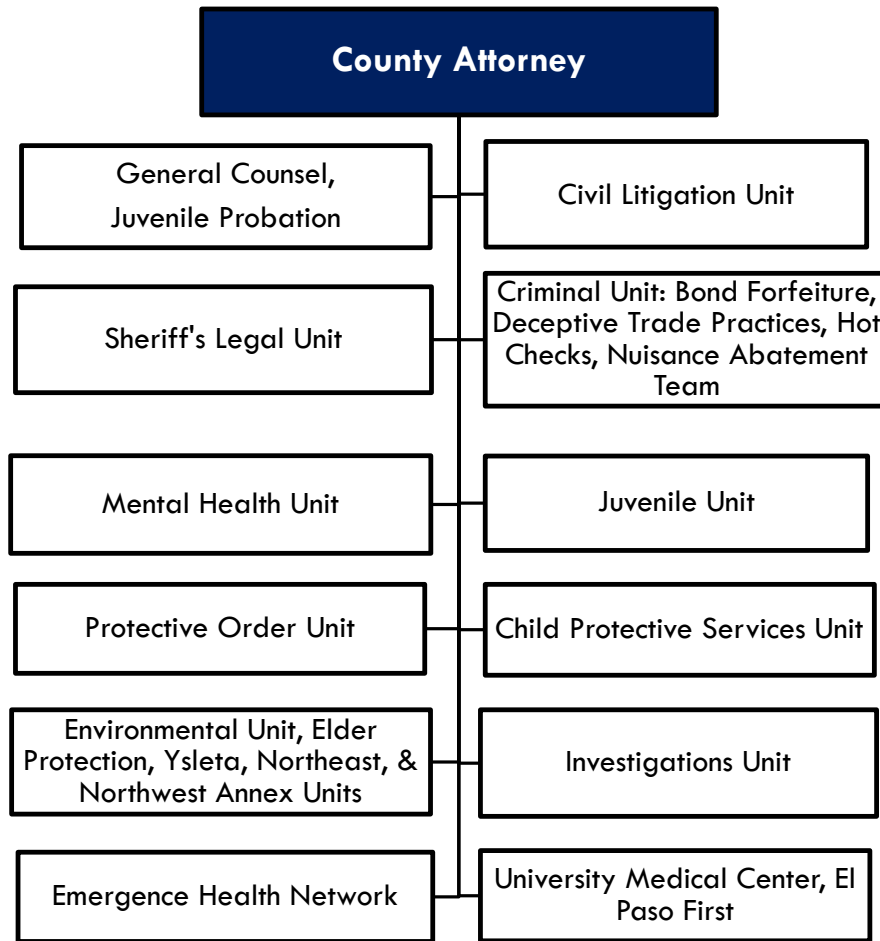
| Authorized | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|---------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 22 | 22 | 22 | - |
| Part-Time Employees | 2 | 2 | 2 | - |
| Temporary | | | | - |
| Totals | <u>24</u> | <u>24</u> | <u>24</u> | - |

COUNCIL OF JUDGES ADMINISTRATION

| Authorized Position Detail | | | |
|--------------------------------|---|------------------------------|---|
| Admin. Asst. SR/COJ Admin Sup. | 1 | Court Coordinator | 2 |
| Admin Assistant | 2 | Ex. Dir. - Council of Judges | 5 |
| Assistant Jury Panel Coord. | 1 | Licensed Crt. Interpreter | 1 |
| Assist. Jury Coordinator | 1 | Jury Hall Office Manager | 1 |
| Bailiff | 4 | Office Admin/Support Mgr | 1 |
| Case Manager | 1 | Visiting Judges Temp Pool | 1 |
| Certified Court Reporter | 3 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

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 & RESPONSIBILITIES

The County Attorney's Office represents the County and Hospital District, its officials, and employees in a wide array of civil legal matters. These civil matters range from general counsel services to Commissioner's Court, department heads and elected officials to civil representation in all claims and lawsuits against and by the County. The office is also responsible for prosecuting a variety of criminal and quasi-criminal matters involving illegal dumping, clean air and water violations, juvenile crime, business fraud, hot checks, child abuse, elder abuse and family violence and representation in mental health cases. The County Attorney's Office provides representation to several entities,

COUNTY ATTORNEY

including the County Risk Pool, El Paso County Bail Bond Board, Juvenile Board/Juvenile Probation Department, County Civil Service Commission, Sheriff's Office Civil Service Commission, and the County Ethics Commission. Finally, the County Attorney's Office provides legal services to Emergence Health Network and El Paso First Health Plans Inc.

GOALS AND OBJECTIVES

GOAL: To provide high quality, cost effective legal services to our clients in all legal matters.

OBJECTIVE: To employ innovative law enforcement and community safety strategies focused on deterrence and preventions as well as enforcement through prosecution; to effectively complete cases and all legal work in a cost efficient and timely manner; to participate in community activities, boards and groups; to maximize recovery from collection efforts; to provide training to governmental and law enforcement personnel.

FISCAL YEAR 2016 ACCOMPLISHMENTS

Civil Litigation Unit

The County Attorney's Office developed a Nuisance Abatement Program in Fiscal Year 2016. The Nuisance Abatement Team (NAT) successfully negotiated with multiple property owners to abate prostitution, drug sales, other vices, and dangerous environments in the county.

- The NAT negotiated with a local hotel that was known as a place for prostitution and illegal drug sales. The hotel has now implemented new procedures thereby abating the problems.
- The NAT also negotiated with two property owners who rented space to four local bars. The property owners installed extra lighting outside the bars and extended the time the lights remain on; this has significantly improved the safety for patrons leaving the bars and law enforcement who patrol the area.
- The Civil Unit handled multiple appellate cases, to include two amicus briefs to the Texas Supreme Court.
- Civil attorneys were successful in having multiple inmate lawsuits dismissed in federal court.
- The Civil Unit has also successfully obtained property easements necessary for a multi-million dollar wastewater project in Far East El Paso County.

CPS Unit

The CPS unit helped organize the CPS Child Welfare Law conference held on April 6, 2016. Approximately 312 stakeholders from the community attended with keynote address provided by Texas Department of Family and Protective Services Commissioner John Special.

- Unit attorney Michael Alvarez was a speaker at the Texas Prevent Child Abuse Conference held in Dallas, Texas in January 2016.

COUNTY ATTORNEY

- Unit attorneys worked with Project FUTURE intern assigned to the CPS unit and unit attorney Kellie Price facilitated lunch and learn weekly meetings for all interns in the program.
- A summer boot camp for high school students was developed through a collaboration with the Human Resources Department, the County Attorney's Office, the District Attorney's Office and the Public Defender's office. The two week internship in July 2016 provided 6 local high school students with the opportunity to observe and learn about the functions of County law offices, and County government in general. The planning committee for the boot camp was chaired by CPS unit supervisor Marilyn Mungerson.

Protective Order Unit

- The unit has been engaged in regular trainings on Protective Orders with the Center Against Sexual and Family Violence as well as trainings to counselors in the EPISD and at Fort Bliss.
- Presentations to schools and organizations on dating violence through the "No Te Dejes" curriculum continued this year. This curriculum was put together through collaboration between the County Attorney's Office and the District Attorney's Office. Finally, the unit regularly gives presentations to many community organizations on protective orders, family violence, sexual assault and stalking.
- October is National Domestic Violence Awareness Month and in October 2015 the Protective Order Unit worked diligently to help put on the Third Annual "Cycle for Change-from Surviving to Thriving", a cycling event designed to raise awareness about the crucial post-crisis phase of a domestic violence survivor's journey. This event is a collaborative between the County Attorney's Office and Villa Maria, a local shelter for homeless women and had over 200 participants. The money raised goes to scholarships for survivors of domestic violence and awarded 5 scholarships to domestic violence survivors.

Juvenile Unit

The mission of the Juvenile Unit is to reduce and prevent juvenile crimes; promote and maintain safe communities; and improve the welfare of youth and families who are served by the Court. In the past year, the Juvenile Unit has completed the following:

- Victim Services are an integral part of the justice system and the Juvenile Unit's Victim Advocate had direct contact with 636 victims of juvenile crime during all phases of the court's proceedings. In addition to servicing victims of juvenile crime, our advocates have also served 210 victims of domestic violence. The Victim Advocate also presented victim impact panels to several hundred youth and their parents who are currently under the probation of the courts.
- Restitution: the Juvenile Unit is committed to serving victims by facilitating victim input through victim impact statements, and the collection of court ordered restitution. To date, the Juvenile Unit has received restitution in the amount of \$86,985.00

COUNTY ATTORNEY

- **Community Presentations:** the Juvenile Unit presents an overview of juvenile law each month to school children ranging in age from 10-17, parents, church groups, probation officers and local law schools. The presentations involve Drug Trafficking, Sexting, and Dating/Family Violence. The number of participants for these presentations is in the thousands.
- **Law Enforcement Presentations:** the Juvenile Unit also presents an overview of juvenile law to the members of law enforcement throughout the County of El Paso. To date the unit has at least 10 separate presentations that included hundreds of law enforcement personnel.

Mental Health Unit

- Chaired or participated in Jail Diversion Committee, Inter-facility Task Force, and Behavioral Health Consortium monthly meetings.
- Completed smooth transition of mental health case docket to General Counsel Attorneys.
- Conducted numerous mental health trainings on involuntary commitment process to hospitals, mental health providers, community charitable organizations, and law enforcement agencies.

General Counsel Unit

- Successfully negotiated a new Wholesale Water Supply Agreement with the Public Service Board.
- Participated in El Paso County Truancy Prevention Plan adoption.
- Successfully negotiated Greg/Edgemere Road Expansion Project.
- Prepared comprehensive indigent guardianship system survey and legal opinion.
- Implemented compliance with Form 1295 requirements and new conflict disclosure requirements of HB 23.
- Assisted JPD participation in initiation of Human Trafficking Task Force.
- Implemented the 24 x 7 Pre-trial Office in conjunction with the program for around-the-clock Magistrates at the Jail.
- Physically and electronically separated the records of the PR Bond Office from the Community Supervision Department. Developed and implemented Pre-trial Release Software and arranged background checks and training in order for all of the CJC personnel to have access to the FBI crime information database (NCIC).
- Made significant progress on: (1) the PR Bond Report required in CCP 17.32 and (2) the 16.22 Memorandum of Understandings between EHN and CJC and TCOOMMI.
- Worked with the County Attorney's Office Mental Health Unit to develop protocols for Emergency Detention Orders and Forced Medicine Orders for inmates in crisis.
- Developed flow charts for all activities related to the document flow for Pretrial, Magistrations, Booking and Mental Health at the jail as part of the introduction of a paperless system for pretrial, magistrates, booking, indigent defense, and electronic PR bonds.

COUNTY ATTORNEY

- Acquired all remaining properties necessary to initiate construction on Phase II of the Aguilera Highway connecting the new Tornillo-Guadalupe International Bridge to Interstate 10.
- Helped to coordinate the United States' portion of the grand opening ceremony for the Tornillo-Guadalupe International Bridge.

Sheriff's Office Legal Unit

- Worked with the Council of Judges, Sheriff's Office and Commissioners Court to develop and implement a plan to continue to ban handguns in many County facilities in the wake of the new Open Carry Laws and the interpretation of those laws by the Texas Attorney General.
- Successfully defended the County and the Sheriff in a collective bargaining grievance alleging the County violated the agreement by creating the Detention Officer Trainee position at a reduced salary resulting in delayed step increases for new detention officers.
- Maximized the use by the Sheriff's Office Internal Affairs Unit of their database program to enhance the ability of the Sheriff's Office to track disciplinary matters and to produce necessary information and statistics to ensure fair and equitable application of discipline and to assist in defending against grievances, EEOC complaints, and lawsuits.

Criminal Unit: Bond Forfeitures, Hot Checks and Deceptive Trade Practices

- The Criminal unit has collected over three quarters of a million dollars in bond forfeitures and court costs, which was returned to El Paso County.
- The Criminal Unit collected approximately \$183,557 in restitution and check related fees on behalf of area merchants who were victims of theft by check and is on pace to collect a quarter of a million dollars by end of fiscal year.
- The Criminal Unit regularly helps to engage the community in understanding the criminal justice system through various events, such as Mock Goldilocks Trials for students from Americas High School Libertas Academy, Deceptive Business Practice presentation to local accounting association members, and meeting regularly with local law enforcement and consumer groups to develop a consumer task force.

CA Annex Offices

The County Attorney continues to bring access to justice to the residents of El Paso County, to include the outlying areas. Annex offices are located in Ysleta, the Northeast, and the Northwest areas of the county. The offices offer core legal services in the area of protective orders, elder and disabled protection cases, emergency detention applications and medical directives. The Ysleta Annex collects hot check and deceptive business practice restitution.

- The Elder Protection Unit continues its educational campaign to inform seniors and the disabled of their rights and how to protect themselves from abuse, neglect and financial

COUNTY ATTORNEY

exploitation. The unit assisted in the planning and organizing of the Annual Crimes against the Elderly in 2015 and will do so again in 2016. Presentations to the community on Living Wills/Medical Directives are also provided in various educational and community forums.

- Additionally, the annex unit provides law enforcement training and community awareness presentations throughout the county. The unit assisted in the planning and organizing of the 2015 Annual Environmental Summit, and trains law enforcement in the areas of environmental crimes. Presentations providing information regarding access to annex office services, family violence, protective orders, mental health, and juvenile law, elder and disabled protection continue to be a focus of the unit.

Investigations Unit

- The Investigator Unit is working very closely with the Criminal Nuisance Abatement Team in conducting extensive research on selected properties, businesses, and their owners who allow criminal activity to take place. The goal is to provide a safer community to the general public by getting cooperation from property owners.
- The County Attorney Investigator Unit continues to assist all units on a day to day basis by serving subpoenas on domestic violence cases, mental health cases and criminal cases. During FY2016 the Investigators completed 4,356 work requests. Not included in these requests are other service requests such as arrests on outstanding Deceptive Business Trade Practice warrants and “Door Knockers” in which attempts are made to have “Hot Check” writers pay for their debt or get arrested on an existing warrant. Arrests made by the investigators resulted in obtaining restitution fees in the amount of \$10,262.27.

PERFORMANCE MEASURES

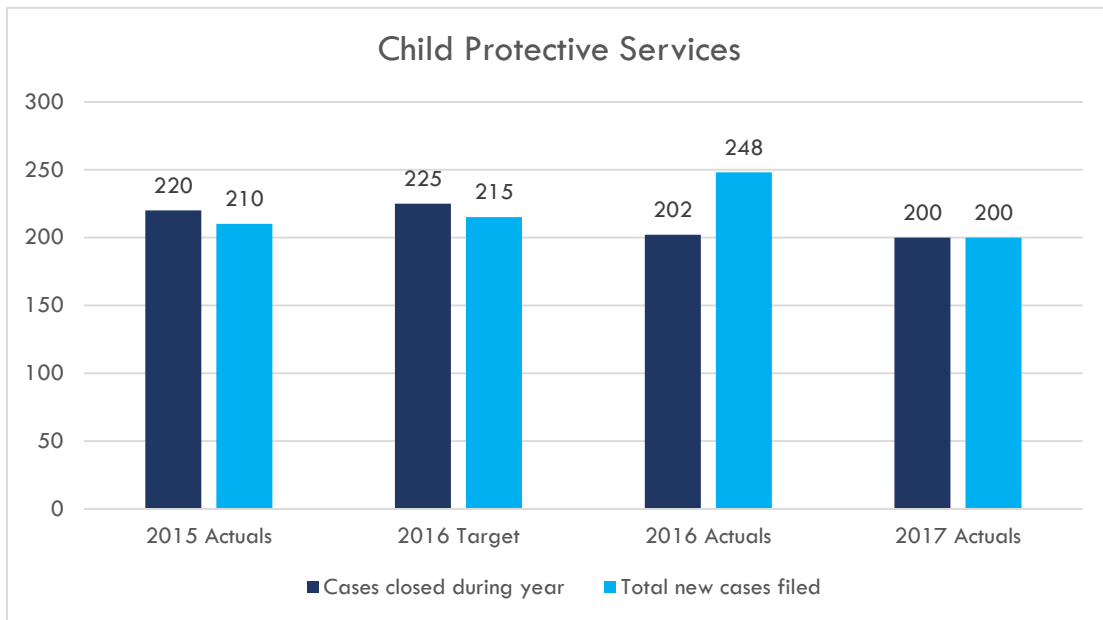
| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|------------------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Department Activity | | | | |
| Child Protective Services | | | | |
| Total cases at beginning of year | 337 | 325 | 324 | 300 |
| Cases closed during year | 220 | 225 | 202 | 200 |
| Total new cases filed | 210 | 215 | 248 | 200 |
| Total adoptions set | 43 | 35 | 58 | 35 |
| Children involved in case closures | 412 | 150 | 367 | 160 |
| Total number of children adopted | | 40 | 104 | 45 |
| Protective Order Unit | | | | |
| No. of cases accepted | 1,174 | 1,250 | 1,334 | 1,350 |
| No. of cases accepted | 566 | 600 | 804 | 800 |
| No. of intakes performed | 2,522 | 2,300 | 2,703 | 2,700 |
| No. of hearings attended | 1,595 | 2,000 | 2,117 | 2,125 |

COUNTY ATTORNEY

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Elder Protection Unit | | | | |
| No. of cases resolved | 25 | 25 | 33 | 35 |
| No. of cases accepted and filed | 25 | 25 | 35 | 35 |
| Mental Health Unit | | | | |
| Cases closed during the year | 1,920 | 2,000 | 1,815 | 2,000 |
| Cases handled during the year | 1,997 | 2,050 | 2,044 | 2,150 |
| Juvenile Unit | | | | |
| Delinquency positions filed | 1,265 | 1,328 | 1,159 | 1,182 |
| Cases pending at beginning of year | 43 | 30 | 46 | 30 |
| Total cases handled | 1,657 | 1,740 | 1,953 | 1,705 |
| Number of referrals | 1,451 | 1,523 | 1,472 | 1,449 |
| Court ordered restitution | | | \$86,986 | \$146,111 |
| Victim Advocates - Outreach | | | | |
| Number of victims of juvenile crimes | | | 636 | 730 |
| Number of victims of domestic violence | | | 210 | 352 |
| Environmental Unit | | | | |
| No. of criminal cases resolved | 246 | 246 | 12 | 25 |
| No. of criminal cases handled | 306 | 306 | 26 | 25 |
| No. of JP cases handled | | | 365 | 300 |
| No. of JP cases resolved | | | 284 | 300 |
| Bond Forfeiture Unit | | | | |
| Total matters handled | 3,120 | 2,808 | 3,181 | 3,340 |
| Cases closed during year | 1,544 | 1,389 | 1,851 | 1,944 |
| Amounts of judgments entered | \$1,704,511 | \$1,530,590 | \$1,908,602 | \$2,004,032 |
| Amount of judgments collected | \$599,340 | \$539,406 | \$953,942 | \$1,001,639 |
| Deceptive Business Practice Litigation | | | | |
| Total cases handled in year | 444 | 466 | 434 | 456 |
| Total cases completed in year | 145 | 152 | 316 | 332 |
| Total amount collected | \$154,732 | \$162,768 | \$156,873 | \$164,717 |
| Hot Checks | | | | |
| Total number of cases completed | 112 | 224 | 128 | 134 |
| Total amount collected | \$149,760 | \$157,248 | \$183,557 | \$192,735 |
| Total criminal cases filed | 278 | 278 | 267 | 280 |
| Total checks handled | 2,612 | 2,350 | 614 | 645 |
| Expunctions | | | | |
| Total cases completed in year | 229 | 250 | 344 | 250 |
| Total cases handled in year | 341 | 350 | 400 | 350 |

COUNTY ATTORNEY

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| General Counsel | | | | |
| Contracts handled in a year | 790 | 850 | 913 | 850 |
| Opinions handles in a year | 643 | 700 | 491 | 525 |
| *Sheriff's Legal Unit | | | | |
| Internal affairs Matters Handled | 130 | 190 | 219 | 160 |
| Public Information Act Matters Handled | 247 | 250 | 349 | 250 |
| Subpoenas handled | 53 | 75 | 99 | 60 |
| Litigation matters handled | 30 | 46 | 60 | 50 |
| Contracts handled | 31 | 30 | 25 | 30 |
| Opinions handled | 30 | 30 | 42 | 50 |
| (*SO Unit began in Feb. 2015) | | | | |
| Civil Litigation | | | | |
| Cases and claims resolved in fiscal year | 96 | 150 | 78 | 150 |
| Total cases and claims handled | 1,289 | 1,300 | 1,389 | 1,300 |



JUDGING SUCCESS

One of the county's goals is: **Financially Sound County Government**. By striving to close cases throughout the year and minimize resources spent in said cases the County Attorney is contributing to a financially sound County government.

COUNTY ATTORNEY

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 6,660,449 | \$ 6,735,737 | \$ 6,624,808 | (1.65%) |
| Operating | 168,216 | 209,272 | 216,378 | 3.40% |
| Capital | | | | - |
| Totals | <u>\$ 6,828,665</u> | <u>\$ 6,945,009</u> | <u>\$ 6,841,186</u> | (1.49%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 71 | 71 | 74 | 4.23% |
| Part-Time Employees | 2 | 2 | 2 | - |
| Temporary Employees | | | | - |
| Totals | <u>73</u> | <u>73</u> | <u>76</u> | 4.11% |

Authorized Position Detail

| | | | |
|-------------------------|----|---------------------------|----|
| 1st Assistant | 1 | Office Admin./Support | 1 |
| Admin. Assistant Senior | 1 | Office Specialist, Intern | 1 |
| Bond FR. Coord/Admin | 1 | Office Spec. Intern (PR) | 2 |
| Chief Investigator | 1 | Para-legal | 6 |
| County Attorney | 1 | Public Affairs Officer | 1 |
| Division/Unit Chief | 7 | Sr. Trial Attorney | 19 |
| Executive Assistant | 1 | Trial Attorney | 3 |
| Investigator | 4 | Trial Team Chief | 3 |
| Legal Secretary | 11 | Victim Advocate | 2 |
| Legal Secretary, Intern | 10 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

COUNTY ATTORNEY EMERGENCE HEALTH NETWORK

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The County Attorney EHN unit provides legal counsel to Emergence Health Network (El Paso MHMR). The office serves as general counsel to the Board of Trustees on all matters relating to governance, administration and compliance with federal and state laws. The office provides legal review and approval of contracts, renders legal opinions on matters relating to state regulations, consumer rights, human resources and advises on procurement matters. The office oversees all litigation matters. Further, the EHN unit provides legal advice to Sun City Behavioral Health Care, a Texas non-profit health organization, whose single member is EHN. The unit is staffed by one Assistant County Attorney as well as a legal secretary and is located at the EHN Central Administration Facility at 201 East Main, Suite 600.

GOALS AND OBJECTIVES

Goal: To provide high quality, cost effective legal services to the Board and Staff of Emergence Health Network and affiliated entities.

Objectives: To provide legal counsel to the Board of Trustees and EHN leadership on governance issues and to promote a culture of organizational compliance with legal and ethical requirements; to provide opinions regarding significant issues facing mental health treatment within the El Paso community and complete contracts in a cost effective and timely manner; to complete cases; minimize judgments against EHN and maximize recovery in cases initiated by EHN and complete in a timely manner.

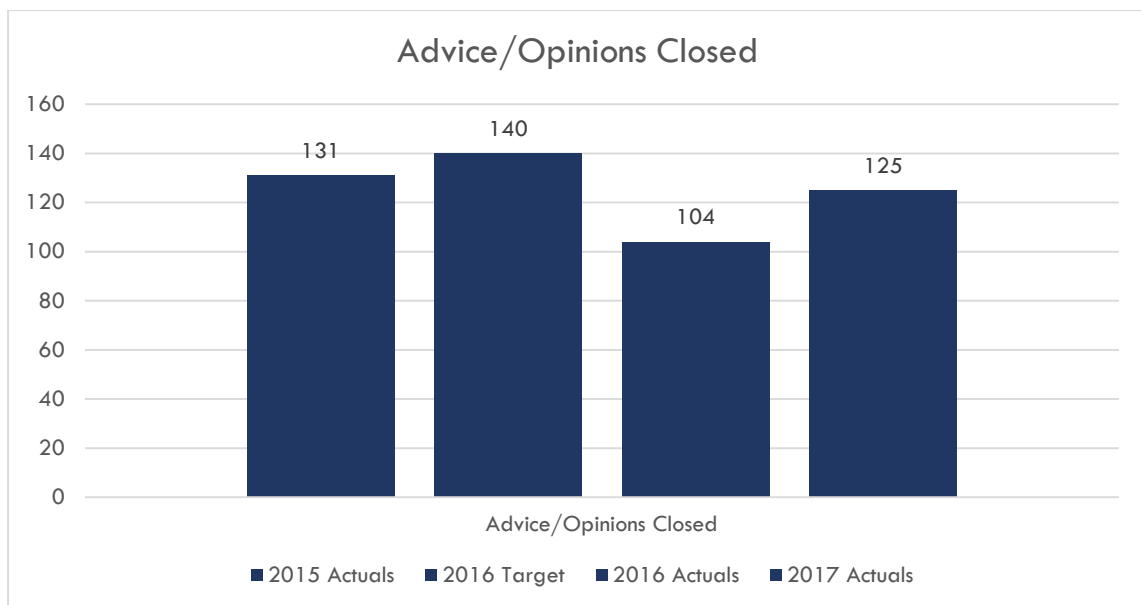
FISCAL YEAR 2016 ACCOMPLISHMENTS

- Negotiated longstanding debt settlement with consumer's attorney for residential facility
- Negotiated renewal of CEO contract with EHN Board
- Negotiated lease amendment for EHN administrative facilities and lease for clinical facility
- Presented at two state wide conferences regarding HIPAA breach response
- Assisted EHN in wind down of Early Childhood Intervention program
- Assisted outside counsel in settlement of employment lawsuit

COUNTY ATTORNEY EMERGENCE HEALTH NETWORK

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|-------------------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Advice/Opinions Opened | 138 | 145 | 158 | 150 |
| Advice/Opinions Closed | 131 | 140 | 104 | 125 |
| Human Resources Matters Opened | 74 | 75 | 114 | 120 |
| Human Resources Matters Closed | 74 | 75 | 102 | 110 |
| Contracts Opened | 177 | 180 | 259 | 220 |
| Contracts Closed | 176 | 175 | 189 | 190 |
| Litigation Matters/Subpoenas Opened | 73 | 75 | 59 | 60 |
| Litigation Matters/Subpoenas Closed | 71 | 70 | 41 | 45 |
| Public Information Act Requests | 3 | 4 | 5 | 4 |
| Outcomes: | | | | |
| Advice/Opinions Closed rate | 95% | 97% | 66% | 83% |
| Human Resources Matters Closed rate | 100% | 100% | 89% | 92% |
| Contracts Closed rate | 99% | 97% | 73% | 86% |
| Litigation Matters/Subpoenas Closed | 97% | 93% | 69% | 75% |



COUNTY ATTORNEY EMERGENCE HEALTH NETWORK

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 161,455 | \$ 170,285 | \$ 170,066 | (0.13%) |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 161,455 | \$ 170,285 | \$ 170,066 | (0.13%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 2 | 2 | 2 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 2 | 2 | 2 | - |

Authorized Position Detail

| | | | |
|---------------------|---|-----------------------|---|
| Division/Unit Chief | 1 | Legal Secretary, Int. | 1 |
|---------------------|---|-----------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNTY ATTORNEY RETGH LEGAL- UNIVERSITY MEDICAL CENTER (UMC)

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The County Attorney hospital unit provides legal counsel to the El Paso County Hospital District d/b/a University Medical Center of El Paso and to El Paso First Health Plans, Inc. The office serves as general counsel to the Board of Managers on all matters relating to governance, administration and compliance with federal, state and local laws. The Unit is responsible for the legal review of contracts and renders legal opinions on matters relating to hospital regulations such as patient rights, human resources, and procurement matters. The office oversees all litigation matters and works closely with federal and state lobbyists with respect to health legislation and regulation, including Medicaid and Medicare reimbursement issues.

GOAL AND OBJECTIVES

GOAL: To provide high quality, cost effective legal services to our clients.

OBJECTIVE: To provide legal counsel to the Board of Managers and hospital leadership on governance issues, promote a culture of organizational compliance with legal and ethical requirements; provide opinions regarding significant hospital issues, complete contracts in a cost effective and timely manner; to complete contracts and contract reviews in a cost-effective and timely manner; minimize judgments against the hospital, and maximize recovery in initiated by the hospital and complete in a timely manner.

FISCAL YEAR 2016 ACCOMPLISHMENTS

University Medical Center (UMC)

- Provided legal advice and counsel with respect to contracts, procurement and real estate matters arising out of the \$152 million in bonds issued to renovate the 5th, 6th and 7th floors of the hospital, remodel the Ysleta Neighborhood Healthcare Center and initiate construction on the new East and West El Paso clinic sites.
- Managed major contracting and procurement matters including the Biomedical Department outsourcing and negotiation of the transformative El Paso Del Norte Health Information Exchange Agreement.
- Provided legal advice and counsel regarding the El Paso Children's Hospital bankruptcy and coordinated the defense of multi-count proceedings involving the El Paso County Hospital District, El Paso First Health Plans and El Paso County. Assisted with the preparation of documents culminating from the order confirming the Joint Plan of Reorganization. Successfully negotiated the newly renewed "Hospital Within a Hospital" status for El Paso Children's Hospital.

COUNTY ATTORNEY RETGH LEGAL- UNIVERSITY MEDICAL CENTER (UMC)

- Provided legal advice and counsel regarding the establishment of a Network Access Improvement Program (NAIP), a new Medicaid Supplemental program to improve care provided within Medicaid managed care.
- Oversaw combined Texas Attorney General and U. S. Department of Justice task force investigating the proposed mergers of Aetna & Humana, and Cigna and Anthem and its impact on the University Medical Center of El Paso.
- Assisted with the successful transition of hospital leadership with the retirement of CEO James Valenti and the hiring of new CEO Jacob Cintron.

El Paso First Health Plans, Inc.

- Provided legal advice and counsel with respect to over 168 claims urged by a national hospital, totaling over \$3.5 million, with the result of no litigation or liability.
- Provided legal advice and counsel to assist in the achievement of URAC certification of the health plan.
- Provided legal advice and counsel relating to \$18 million in loans with the affiliated hospital.
- Provided legal advice and counsel relating to adversary proceedings by a bankrupt debtor alleged to be in the multi-millions of dollars, with the result of no hearings or liability.
- Provide legal advice and counsel relating to new Medicaid Network Access Improvement Programs (NAIP), resulting in more than \$17 million to the affiliated hospital.
- Provided legal advice and counsel in maintaining all Business Associate Agreements for HIPAA compliance, on behalf of the client.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-------------------------|------------------------|-------------------------|------------------------|
| Department Activity | | | | |
| University Medical Center (UMC) | | | | |
| Outputs: | | | | |
| Litigation Management | | | | |
| Pending cases from prior year | 35 | 25 | 12 | 9 |
| No. cases added | 11 | 15 | 7 | 10 |
| Total no. of cases | 46 | 40 | 19 | 29 |
| Cases/claims resolved | 5 | 15 | 10 | 15 |
| Opinions | | | | |
| Opinions open at beginning of year | 741 | 400 | 23 | 100 |

COUNTY ATTORNEY RETGH LEGAL-
UNIVERSITY MEDICAL CENTER (UMC)

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity cont. | | | | |
| University Medical Center cont. | | | | |
| Outputs: | | | | |
| Opinions cont. | | | | |
| New opinions requested | 98 | 200 | 321 | 400 |
| Total opinions handled | 839 | 1,000 | 344 | 500 |
| Total no. of opinions issued | 127 | 800 | 330 | 375 |
| No. of projects opened | 26 | 50 | 20 | - |
| No. of projects completed | 32 | 50 | 304 | - |
| Contracts | | | | |
| Contracts open at beginning of year | 1,117 | 750 | 710 | 250 |
| Contracts added | 572 | 800 | 15 | 100 |
| Total no. of contracts | 1,689 | 1,550 | 15 | 550 |
| Contracts written and reviewed | 590 | 750 | 1,274 | 750 |
| Contracts drafted and reviewed | 590 | 750 | 1,274 | 500 |
| Contracts fully executed or closed | N/A | 750 | 538 | 500 |
| El Paso First Health, Inc. | | | | |
| Litigation Management | | | | |
| Pending cases from prior year | N/A | N/A | N/A | 5 |
| No. of cases added | N/A | N/A | N/A | 5 |
| Total no. of cases | N/A | N/A | N/A | 10 |
| Cases/claims resolved | 33 | N/A | 10 | 5 |
| Opinions | | | | |
| Opinions open at beg. of year | N/A | N/A | N/A | 25 |
| New opinions requested | 183 | N/A | 128 | 50 |
| Total opinions handled | 183 | N/A | 128 | 50 |
| Total no. of opinions issued | N/A | N/A | N/A | 50 |
| No. of projects opened | N/A | N/A | N/A | 10 |
| No. of projects completed | N/A | N/A | N/A | 5 |
| Contracts | | | | |
| Contracts open at beg. of year | N/A | N/A | N/A | 5 |
| Contracts added | 73 | N/A | 18 | 20 |
| Total no. of contracts | 73 | N/A | 18 | 25 |
| Contracts written and reviewed | N/A | N/A | N/A | 25 |

COUNTY ATTORNEY RETGH LEGAL-
UNIVERSITY MEDICAL CENTER (UMC)

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 969,999 | \$ 940,572 | \$ 918,883 | (2.31%) |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 969,999 | \$ 940,572 | \$ 918,883 | (2.31%) |

Staffing Trends

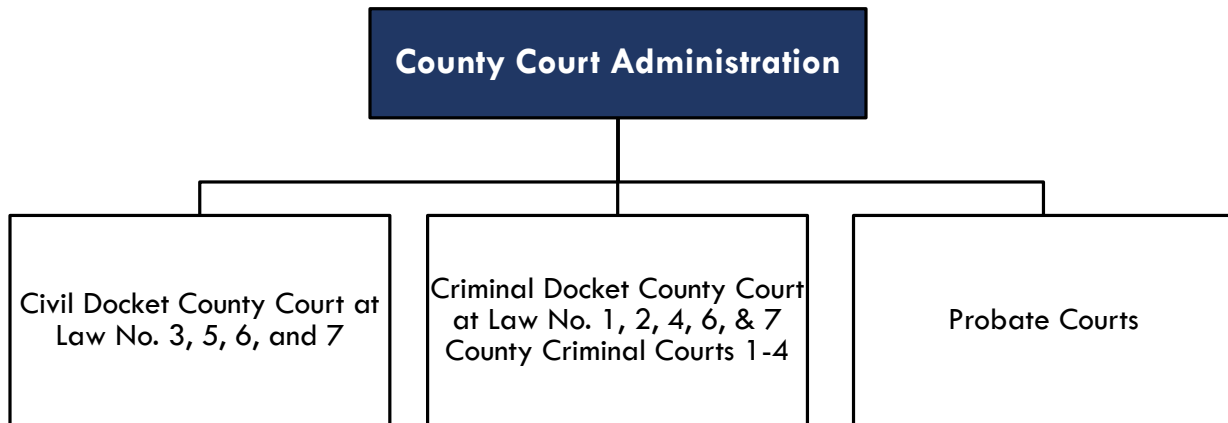
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 8 | 8 | 9 | 12.50% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 8 | 8 | 9 | 11.11% |

Authorized Position Detail

| | | | |
|-------------------------|---|--------------------|---|
| Chief Legal Officer | 1 | Paralegal | 1 |
| County Attorney | 1 | Office Manager | 1 |
| Division/Unit Chief | 2 | Sr. Trial Attorney | 2 |
| Legal Secretary Interm. | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

COUNTY COURT ADMINISTRATION



MISSION STATEMENT

To serve the State of Texas, the County of El Paso and the general public in providing accurate, timely, and efficient case flow management for the County Courts at Law - class A and B misdemeanors, civil and probate cases.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

County Court Administration (CCA) assists the Judges of the County Courts, County Criminal Courts and Probate Courts in gaining greater efficiencies in case flow management. Additionally, CCA handles administrative tasks, provides support to court staff, and other tasks deemed as essential for a more uniform and efficient operation of the County Courts at Law in El Paso County.

CCA is responsible for:

- Scheduling the first criminal court appearance upon filing of the case.
- Providing a weekly inmate report to the respective court.
- Monitoring, reviewing and disposing of all Pre Trial Diversion (PTD) cases to ensure accurate reporting.
- Auditing misdemeanor vouchers of appointed attorneys, certifying that payments are not duplicated and verifies the hearings for services provided by the attorney.
- Providing statistical information to all the County Courts at Law and providing support staff for the courts.
- Enters and scans documents in criminal cases

COUNTY COURT ADMINISTRATION

GOALS AND OBJECTIVES

GOAL: Assist all County Courts at Law in gaining greater efficiencies in case flow management.

OBJECTIVE: Assist civil and probate courts with similar case flow management that is provided to the county criminal courts. Develop a best practice for case flow management to increase efficiency, decrease the age of active pending cases and maintain a thorough tracking of cases through automation.

GOAL: Decrease the overload of Possession of Marijuana (POM) cases

OBJECTIVE: Design a cite and release program and create a first time offenders program

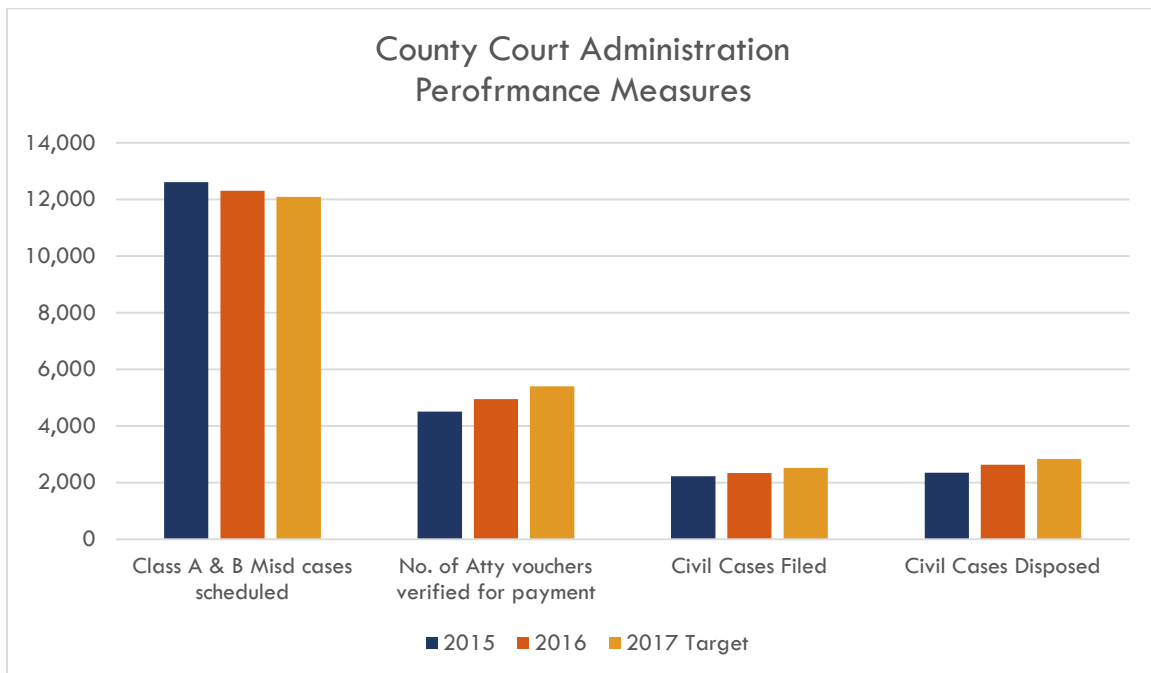
FISCAL YEAR 2016 ACCOMPLISHMENTS

- Reduced the wait time for scheduling the first court appearance from 21 days to 1.
- Provide a weekly jail list to the respective court, detailing pending cases with the amount of days in jail. The data is useful in eliminating excessive jail days.
- Implemented a rigorous training plan. Collectively, the staff is certified in CourtTools, proficient in Excel and Forms, E-File Texas as well as have attended multiple trainings to include: OCA, Odyssey Conference and the El Paso County Leadership Academy.
- Increased customer service and enhanced human interaction by eliminated the automated answering system.
- Performed a quarterly review of cases to ensure that cases have not fallen off the docket.
- Converted monthly paper statistical reports to electronic reporting via e-mail.
- Designated County Court Administration as the central location for PTD (Pre-Trial Diversion) dismissals and terminations, for a more organized and timely process.
- Decreased sick leave by 20%.
- Implemented criminal e-Filing.
- Implemented a monthly statistical report to the civil county courts.
- Began assisting the civil county courts; specifically with Dismissal for Want of Prosecution dockets.

COUNTY COURT ADMINISTRATION

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Outputs: | | | | |
| Class A and B misdemeanor cases scheduled | 12,609 | 12,609 | 12,309 | 12,099 |
| Number of Attorney Vouchers verified for payment for services rendered for Class A and | 4,509 | 4,912 | 4,946 | 5,400 |
| Civil Cases Filed | 2,217 | 2,317 | 2,334 | 2,520 |
| Civil Cases Disposed | 2,352 | 2,552 | 2,633 | 2,833 |



Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|---------------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 880,434 | \$ 691,270 | \$ 690,524 | (0.11%) |
| Operating | 8,393 | 10,850 | 10,850 | - |
| Capital | | | | - |
| Totals | \$ 888,827 | \$ 702,120 | \$ 701,374 | (0.11%) |

COUNTY COURT ADMINISTRATION

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 12 | 12 | 12 | - |
| Part-Time Employees | 1 | 1 | 1 | - |
| Temporary Employees | | | | - |
| Totals | 13 | 13 | 13 | - |

Authorized Position Detail

| | | | |
|--------------------------|---|----------------------------|---|
| Admin Assistant, Senior | 1 | County Crt. Administration | 1 |
| Administrative Assistant | 1 | Office Specialist | 8 |
| Asst. County Court Admin | 1 | Office Specialist (PR) | 1 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNTY COURT AT LAW JUDGES SALARY ACCOUNT

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

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

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 1,562,595 | \$ 1,522,513 | \$ 1,517,210 | (0.35%) |
| Operating | | | | - |
| Capital | | | | - |
| Totals | <u>\$ 1,562,595</u> | <u>\$ 1,522,513</u> | <u>\$ 1,517,210</u> | (0.35%) |

Staffing Trends

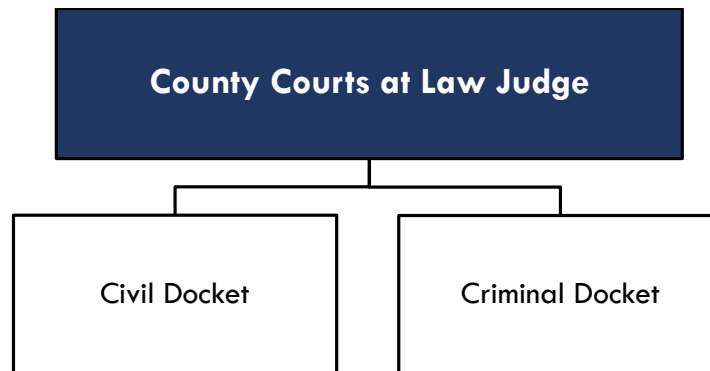
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 7 | 7 | 7 | - |
| Part-Time Employees | 1 | 1 | 1 | - |
| Temporary Employees | | | | - |
| Totals | <u>8</u> | <u>8</u> | <u>8</u> | - |

Authorized Position Detail

| | | | |
|--------------------|---|-----------|---|
| County Court Judge | 7 | Temp Pool | 1 |
|--------------------|---|-----------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNTY COURTS AT LAW/COUNTY CRIMINAL COURTS AT LAW



DEPARTMENT DESCRIPTION & RESPONSIBILITIES

In civil cases, the Court has the jurisdiction provided by the Constitution and by general law for District Courts. 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. County Courts also hear appeals de novo from the JP Courts. 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 that Statutory County Courts.

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 in the County as provided by Article 45.042, Code of Criminal Procedure. County Criminal Court #1 has exclusive jurisdiction over environmental offenses.

GOALS AND OBJECTIVES

- GOAL:** We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.
- OBJECTIVE:** Provide equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to an increasingly diverse society.
- OBJECTIVE:** Provide quality service that continuously improves, that meets or exceeds public expectations, and that ensures that all are treated with courtesy, dignity, and respect.
- OBJECTIVE:** Maintain the independence of the Judiciary while strengthening relations with the public, the bar, and the other branches of government.

COUNTY COURTS AT LAW/COUNTY CRIMINAL COURTS AT LAW

OBJECTIVE: Acknowledge and enhance the potential of every person in our organization to contribute to the administration of justice through participation, training, and technology.

OBJECTIVE: Share a sense of common identity and purpose as a statewide Judiciary. Earn the respect and confidence of an informed public.

FISCAL YEAR 2016 ACCOMPLISHMENTS

County Court at Law No. 2

- Streamlined case management.
- Clearing out the inaccurate problem events input.
- Identifying proper measures to recoup costs.
- Identifying errors by County Clerks as to the OCA reporting.
- Court is continuing working diligently to dispose old cases and working to implement court performances.

County Court at Law No. 3

- Streamlined case management.
- Identifying clerical error(s) with regards to the OCA reporting.
- Court tools training/certification; Odyssey Conference, Texas Association for Court Administration conference and registered with Texas E-filing.
- The Court set a monthly Dismissal for Want of Prosecution docket to dispose of cases for lack of prosecution and researching the pending docket to identify cases that are ready to be placed on the trial or court status docket in lieu of Dismissal docket and researching the Federal Pacer program to set cases that have been released/terminated from Bankruptcy.
- The Court is working diligently to continually move the docket and to implement the Court tools performance measures to ensure clearance rates coincide with the guidelines for timely case processing.
- The Court requires motions to compel arbitration to agree to arbitrator, complete arbitration process within 210 days and if parties do not complete the arbitration process within the 210 days, the Court will dismiss the case.

County Court at Law No. 6

- Training with Office of Court Administration about future of Courts with management of case load.
- Training with National Center for State Courts on Court Tools guide to develop knowledge and skills necessary to manage court performance.

COUNTY COURTS AT LAW/COUNTY CRIMINAL COURTS AT LAW

- Odyssey training to learn functions provided in our system today to improve court's effectiveness and training to learn what new functions developed for 2017 to assist courts.
- MUNIS application training.
- Implementation of E-Signature Application to assist with the future heading to paperless future.
- Effective financial responsibility with use of funds allotted for Equipment Account by purchasing to replace aging equipment and furniture.
- All Court personal current with professional licensing and certification.
- Criminal E-Filing implemented.
- Clearance performance rates for 2016 were 123.00%.

County Courts at Law

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 1,912,796 | \$ 1,877,889 | \$ 1,836,660 | (2.20%) |
| Operating | 23,122 | 66,244 | 65,700 | (0.82%) |
| Capital | | | | - |
| Totals | <u>\$ 1,935,918</u> | <u>\$ 1,944,133</u> | <u>\$ 1,902,360</u> | (2.15%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 21 | 21 | 21 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>21</u> | <u>21</u> | <u>21</u> | - |

Authorized Position Detail

| | | | |
|--------------------------|---|-------------------|---|
| Bailiff | 7 | Court Coordinator | 7 |
| Certified Court Reporter | 7 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNTY COURTS AT LAW/COUNTY CRIMINAL COURTS AT LAW

Criminal Courts at Law

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|--------------------|---------------------|---------------------|-------------------|
| Personnel | \$1,185,336 | \$ 1,167,420 | \$ 1,155,400 | (1.03%) |
| Operating | 10,015 | 27,512 | 27,000 | (1.86%) |
| Capital | | | | - |
| Totals | <u>\$1,195,351</u> | <u>\$ 1,194,932</u> | <u>\$ 1,182,400</u> | (1.05%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 14 | 14 | 14 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>14</u> | <u>14</u> | <u>14</u> | - |

Authorized Position Detail

| | | | |
|--------------------------|---|---------------------------|---|
| Bailiff | 4 | Specialty Court Liaison | 1 |
| Certified Court Reporter | 4 | Speciality Ct. Administr. | 1 |
| Court Coordinator | 4 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNTY CRIMINAL MAGISTRATE JUDGES ACCOUNT

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The salaries and fringe benefits of the 4 County Criminal Courts at Law are funded separately from their individual Courts through this index.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Work program trends are shown under the respective court | | | | |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 887,053 | \$ 862,909 | \$ 861,405 | (0.17%) |
| Operating | | | | - |
| Capital | | | | - |
| Totals | <u>\$ 887,053</u> | <u>\$ 862,909</u> | <u>\$ 861,405</u> | (0.17%) |

Staffing Trends

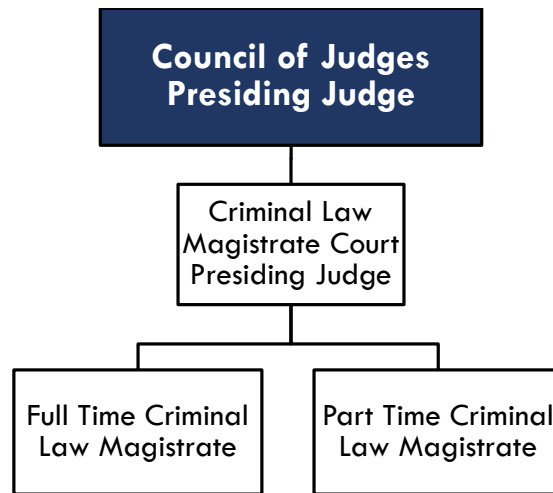
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 4 | 4 | 4 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>4</u> | <u>4</u> | <u>4</u> | - |

Authorized Position Detail

| | |
|--------------------|---|
| County Court Judge | 4 |
|--------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

CRIMINAL LAW MAGISTRATE I



DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Criminal Law Magistrate department was established by the Commissioners Court in 1986 and expanded to a 24 hour full time court in 2015. The Criminal Law Magistrates are appointed by the Council of Judges. A Criminal Law Magistrates jurisdiction is conveyed by Title 2, Chapter 54 of the Texas Government Code and local rules. This jurisdiction includes acting as a County Court Judge in limited matters, a District Court Judge in limited matters, as well as concurrent jurisdiction with Justice and Municipal Courts. Some of the Magistrates responsibilities include; issuing arrest and search warrants, providing magistrate warnings, issuing PR bonds, appointing attorneys, conducting bond hearings, examining trials, indigence hearings, responding to mental health notifications and issuing C.C.P. ART. 16.22 orders, issuing Emergency Protective Orders and Emergency Detention Orders, handling all matters referred by District and County Court Judges, Extradition warnings, monitoring of jail population, and complying with all statutory requirements for magistrates under the Texas Code of Criminal Procedure.

GOALS AND OBJECTIVES

GOAL: We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.

OBJECTIVE: Provide equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to an increasingly diverse society.

GOAL: Provide quality service that continuously improves, that meets or exceeds public expectations, and that ensures that all are treated with courtesy, dignity, and respect.

CRIMINAL LAW MAGISTRATE I

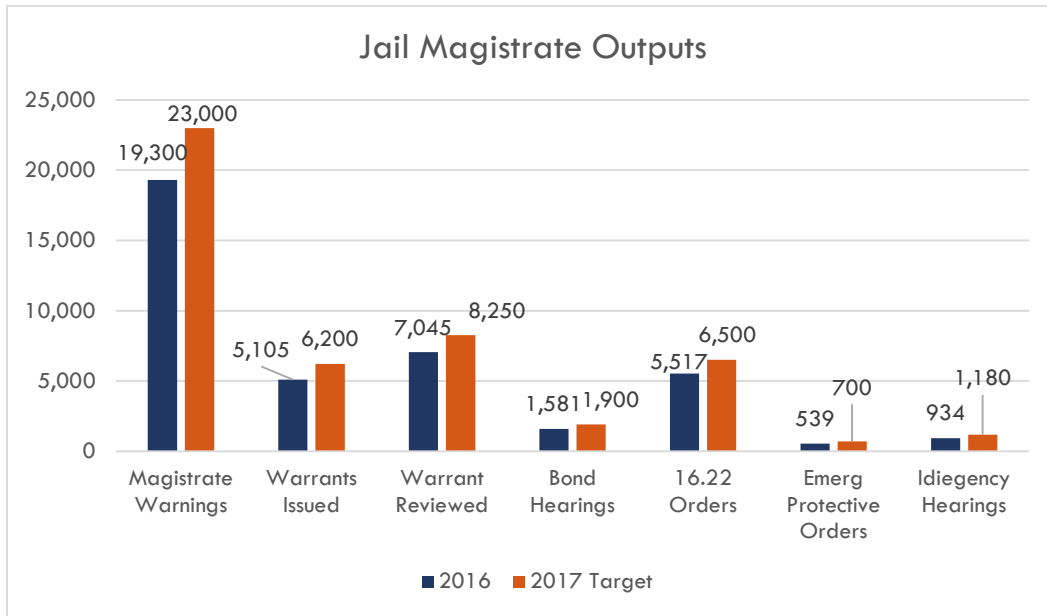
OBJECTIVE: Maintain the independence of the Judiciary while strengthening relations with the public, the bar, and the other branches of government.

GOAL: Share a sense of common identity and purpose as a statewide Judiciary. Earn the respect and confidence of an informed public

OBJECTIVE: Acknowledge and enhance the potential of every person in our organization to contribute to the administration of justice through participation, training, and technology.

PERFORMANCE MEASURES

| | 2015 | 2016 | 2016 | 2017 |
|--|---------|--------|---------|--------|
| | Actuals | Target | Actuals | Target |
| Department Activity | | | | |
| Outputs: | | | | |
| Work program trends are shown under the respective court. | | | | |



FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The budget currently reflects an increase to the Visiting Judges temp pool to cover 24/7 Magistration that was offset by the transfer of funds from the D.A. DIMS Magistrate account.

CRIMINAL LAW MAGISTRATE I

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 514,995 | \$ 919,359 | \$ 888,980 | (3.30%) |
| Operating | 3,008 | 18,191 | 11,730 | (35.52%) |
| Capital | | | | - |
| Totals | <u>\$ 518,003</u> | <u>\$ 937,550</u> | <u>\$ 900,710</u> | (3.93%) |

Staffing Trends

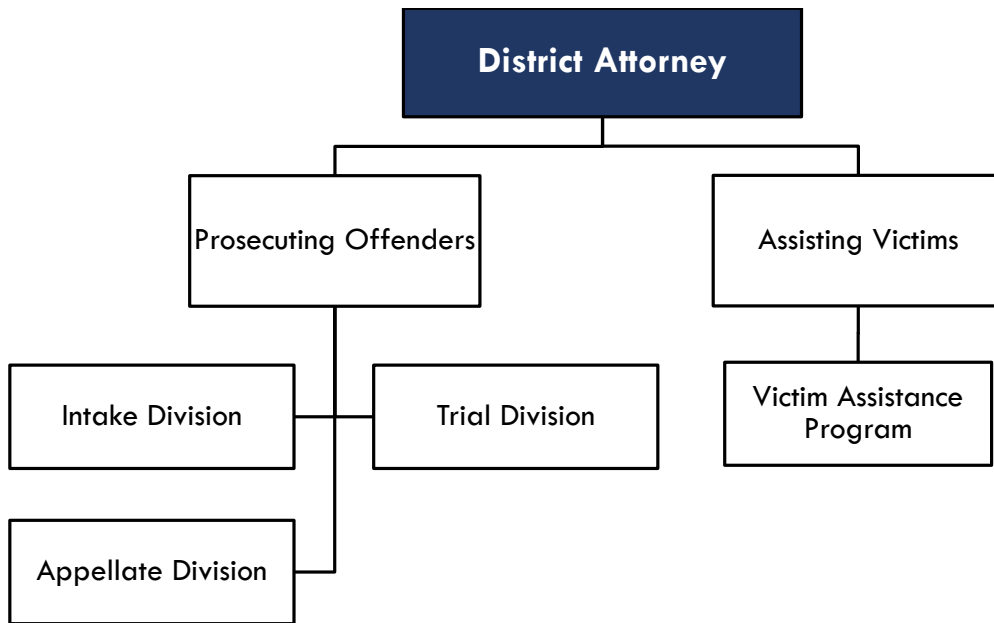
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 3 | 6 | 7 | 16.67% |
| Part-Time Employees | | | | - |
| Temporary Employees | | 1 | 1 | - |
| Totals | <u>3</u> | <u>7</u> | <u>8</u> | 14.29% |

Authorized Position Detail

| | | | |
|--------------------------|---|-------------------------------|---|
| Certified Court Reporter | 1 | Criminal Law Magis Judge (PT) | 1 |
| Court Coordinator | 1 | Office Specialist | 1 |
| Criminal Law Magis Judge | 4 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

DISTRICT ATTORNEY



MISSION STATEMENT

To represent the State of Texas in criminal matters within the 34th Judicial District of Texas (felony and misdemeanor criminal matters in El Paso County and felony criminal matters in Hudspeth and Culberson Counties); provide information to victims of crime and advocate for their rights throughout the criminal justice process; and safeguard the community through effective prosecution programs. The primary mission of the prosecuting attorneys at the District Attorney's Office for the 34th Judicial District of Texas is to see that justice is done. (See Art. 2.01 of the Texas Code of Criminal Procedure).

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The District Attorney for the 34th Judicial District (El Paso, Hudspeth, Culberson Counties) manages an office of approximately 180 people (includes grant employees), including 90 prosecutors and the rest making up support staff members. The office represents the State of Texas in all felony criminal actions filed in the State District Courts of all three counties and in all misdemeanor criminal actions filed in the County Courts at Law (exclusive of juvenile offender prosecution), County Criminal Courts at Law, and Justice of the Peace Courts in El Paso County. The District Attorney also administers the County's Victim Assistance Program for victims of misdemeanor and felony crime. The District Attorney's Office continues to apply resources to support the mission of the 384th District Court's Drug Court, the DWI Drug Court, and the Veterans Court.

GOALS AND OBJECTIVES

GOAL: Efficient & just resolution of cases maintaining public safety.

DISTRICT ATTORNEY

OBJECTIVE: On an annual basis, dispose of as many cases as are presented.

GOAL: Maintain contact with Complainants on case progress and resolution.

OBJECTIVE: Number of victim contacts

OBJECTIVE: Victim Awareness events sponsored or co-sponsored by the office. (List of events)

FISCAL YEAR 2016 ACCOMPLISHMENTS

- **PAPERLESS FILE PROJECT**—The Office is committed to becoming a paperless office. In January 2015 the office transitioned to a paperless file on misdemeanor cases. In FY2016 the office continues to make steady progress to a paperless file on the felony case side. The filing of felony cases is a different procedure within the office and as a result there are various office procedures and business processes which have to be incorporated into the process. The progress to a paperless file in felony cases will continue in FY2017. The District Attorney Portal (the paperless file system) went through an updating process conducted by the County's IT Department in FY2016. The new improved D.A. Portal will undergo testing in early FY2017 before it is put into use by the Office.
- **CRIMINAL E-FILING**—The Office established new procedures and business processes for the filing of papers at the District Clerk's Office and the County Clerk's Office by e-filing. The Office participated with the courts and the clerks' offices to transition to criminal e-filing well before the deadline of the Summer of 2017 when criminal e-filing is mandated for the criminal courts in our jurisdiction. Our Office participated in joint training sessions with the clerks' offices, the courts, the Public Defender's Office, and defense attorneys regarding criminal e-filing. Our support staff participated in training within our office to establish and learn the new procedure. In FY2016 the Office transitioned to criminal e-filing.
- **VICTIM SERVICES**—In FY2016 the Victim Assistance Department had 29,877 victim contacts. This number does not reflect the victim contacts by the attorneys who are preparing their cases. In FY2016 victim services remained a key part of what the office does. The Office planned events directed toward victims to help them obtain the information they need to know as they go through the criminal justice system. Victims need to understand what is happening with the case they are involved with and our victim advocates and attorneys provide such information to various victims every day.
- **DOMESTIC VIOLENCE 24 HOUR CONTACT INITIATIVE**—In FY2016 a team of victim advocates and investigators personally attempted to visit the victims of domestic violence within 24 hours of the incident giving rise to the offender's arrest. The team visits the victim with a goal of providing information to the victim and to promote the safety of the family. Domestic Violence is a complex crime and one which occurs in that place where a man, woman, or child should feel safe—their home. In FY2016 the team continued to make these contacts at the

DISTRICT ATTORNEY

victim’s home, the hospital, or wherever the victim might be found. This initiative is a best practice model for addressing the victim of domestic violence.

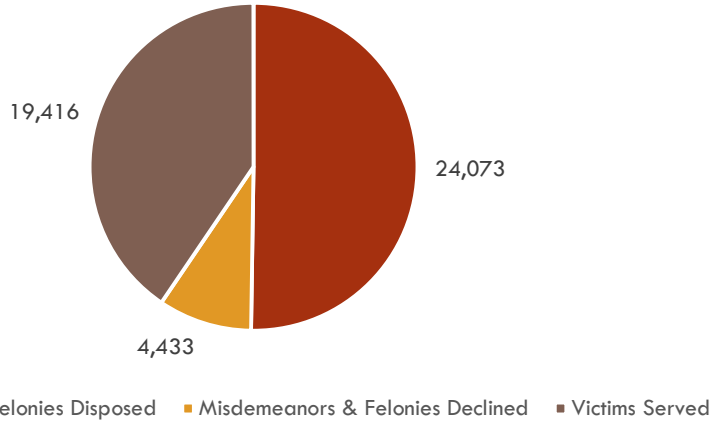
- **DRIVING WHILE INTOXICATED INITIATIVE**—In FY2016 the Office continued to use its resources to increase awareness in our community of the possible deadly consequences of driving a vehicle while intoxicated. The Office continued its “Out for Blood” DWI Initiative to inform citizens in our jurisdiction that the law in Texas allows an officer to obtain a warrant to draw the blood of a person arrested for Driving While Intoxicated (DWI) and use the blood result in evidence against that person at trial. In FY2016 this initiative utilized billboards, posters, drink coasters, video spots, radio spots, information board spots at sporting events at UTEP, and a float in the annual El Paso Thanksgiving Parade to promote awareness of the danger of DWI. Through these efforts the Office hopes to get people in our jurisdiction to take steps before drinking alcohol to make sure they drink safely and do not endanger themselves or others.
- **CONTINUING LEGAL EDUCATION**—The Office, as it has done in prior years, continues to provide in-house legal education to its lawyers. Lawyers in Texas are required to obtain 15 hours continuing legal education annually, of which 3 hours must be ethics training. The Office provided the opportunity for its lawyers to fulfill this licensure requirement by requiring its lawyer to attend the in-house legal training.
- **EL PASO REGIONAL MOCK TRIAL COMPETITION**—The Office’s lawyers volunteered their time outside of work to participate as coaches and judges in the local high school mock trial competition in FY2016. This is a key educational outreach initiative to area high school students wishing to test their skills in the courtroom. The District Attorney and Assistant District Attorneys v their time and talents over a period of months to prepare the students for the competition in February 2016.

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-------------------------|------------------------|-------------------------|------------------------|
| Outputs: | | | | |
| Misdemeanors and felonies disposed | 24,073 | 24,073 | 32,461 | 25,000 |
| Misdemeanors and felonies declined | 4,433 | 4,433 | 4,124 | 4,200 |
| Total number of victims served | 19,416 | 19,416 | 29,877 | 29,500 |
| Misdemeanors and felony charges presented | N/A | N/A | 24,476 | 24,000 |

DISTRICT ATTORNEY

FY2016 District Attorney Performance Measures



Financial Trends

| Character | 2015 | 2016 | 2017 | Percent Change |
|---------------|----------------------|---------------------|----------------------|----------------|
| | Actuals | Budget | Budget | |
| Personnel | \$ 14,691,658 | \$14,701,470 | \$ 14,625,597 | (0.52%) |
| Operating | 496,593 | 719,065 | 720,588 | 0.21% |
| Capital | | | | - |
| Totals | <u>\$ 15,188,251</u> | <u>\$15,420,535</u> | <u>\$ 15,346,185</u> | (0.48%) |

Staffing Trends

| Authorized Positions | 2015 | 2016 | 2017 | Percent Change |
|----------------------|------------|------------|------------|----------------|
| | Amend | Amend | Adopt | |
| Full-Time Employees | 162 | 164 | 166 | 1.22% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>162</u> | <u>164</u> | <u>166</u> | 1.22% |

DISTRICT ATTORNEY

| Authorized Position Detail | | | |
|----------------------------|----|-----------------------------|----|
| 1st Assistant | 1 | Legal Secretary | 9 |
| Account Clerk, Senior | 2 | Legal Secretary, Interm | 2 |
| Admin. Assistant, Interm | 1 | Office Admin./Support Mgr | 1 |
| Admin. Assistant, Senior | 2 | Office Specialist | 8 |
| Asst. Program Coord. | 1 | Office Specialist, Interm | 11 |
| Chief Investigator | 1 | Para-legal | 6 |
| Computer System | 2 | Program Manager | 1 |
| Deputy Chief Investigator | 1 | Project Administrator | 1 |
| District Attorney | 1 | Sr. Trial Attorney | 34 |
| Division/Unit Chief | 5 | Supervisor | 3 |
| Executive Assistant | 1 | Support Services Specialist | 1 |
| Executive Secretary | 1 | Trial Attorney | 26 |
| Forensic Accountant | 1 | Trial Team Chief | 15 |
| Interpreter | 1 | Trial Team Chief/Ch | 1 |
| Investigator | 18 | Victim Advocate | 8 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

DIMS MAGISTRATE

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The account was set up to account for cost of hiring weekend magistrates for the District Attorney's intake management system. When a warrantless arrest is made and the defendant remains in jail, there should be a finding by a Magistrate or probable cause to detain the defendant within 24 hours in the case of a misdemeanor and within 48 hours in the case of a felony. Since the District Attorney Intake Management System (DIMS) deals with warrantless arrests permitted by law, the DIMS Magistrate is utilized on the weekends to take care of the 24 hour and 48 hour requirements.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

This provided the funding to have magistrates available on the weekend to handle statutory warnings for those arrested over the weekend by warrantless arrest. However, in FY2016 the County of El Paso hired magistrates to be available around the clock seven days a week and the necessity to pay magistrates to come in over the weekend went away as of November 2015. For FY 2017 there is no need for this separate account and the funding was utilized to assist with the funding of the around the clock magistrates funded by the County of El Paso.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 47,473 | \$ 4,929 | | (100.00%) |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 47,473 | \$ 4,929 | \$ - | - |

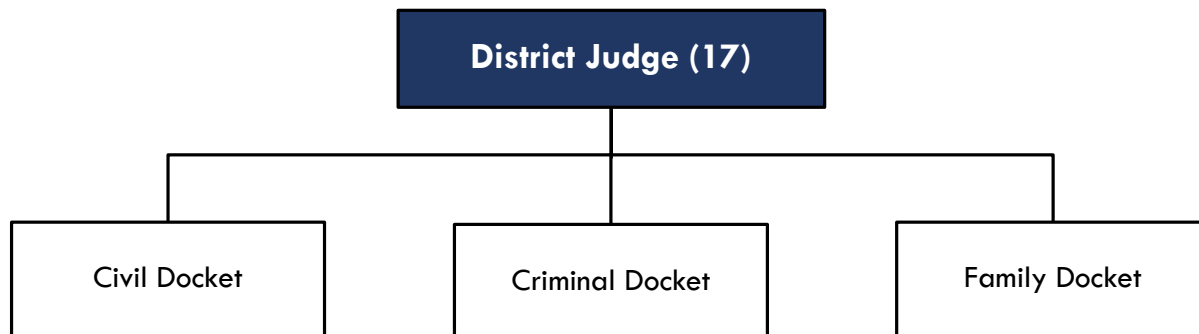
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

DISTRICT COURTS



FOR INFORMATION PURPOSES ONLY:

Courts with Civil Dockets: 327th and 448th District Courts

Courts with Criminal Dockets: 409th and Criminal District Court No. 1 Courts & Jail Magistrate

Courts with Family Dockets: 65th, 383rd and 388th District Courts

Courts with Civil and Criminal Dockets: 34th, 41st, 120th, 168th, 171st, 205th, 210th 243rd, 346th, 384th District Courts

DEPARTMENT DESCRIPTION & 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. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court. The Tax Court is a specialty Court under the authority of the 327th District Court and County Court at Law No. 5. 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.

GOALS AND OBJECTIVES

GOAL: We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.

OBJECTIVE: Provide equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to an increasingly diverse society.

OBJECTIVE: Provide quality service that continuously improves, that meets or exceeds public expectations, and that ensures that all are treated with courtesy, dignity, and respect.

DISTRICT COURTS

OBJECTIVE: Maintain the independence of the Judiciary while strengthening relations with the public, the bar, and the other branches of government.

OBJECTIVE: Acknowledge and enhance the potential of every person in our organization to contribute to the administration of justice through participation, training, and technology.

OBJECTIVE: Share a sense of common identity and purpose as a statewide Judiciary.

OBJECTIVE: Earn the respect and confidence of an informed public.

FISCAL YEAR 2016 ACCOMPLISHMENTS

65th District Court

- The 65th District Court has continually and proactively sought ways to create legal, operational, and fiscal efficiencies within its judicial operations while continuing to maintain its statutory obligations in handling CPS, Domestic Violence, Juvenile and general family law cases. For example the 65th District Court has reduced personnel on its manning table that has resulted in a savings to El Paso County of approximately \$1.1 million according to the El Paso County Budget Office. These efforts continue as demonstrated by the costs expended in attorney fee appointments in CPS cases. In fiscal year 2015 the 65th District Court only expended 68% of the budgeted funds approved by Commissioners Court (Budget- \$1,113,914/Expenditures- \$760,744). This fiscal year the percentage is on track to dip to 40% based upon expenditures for the first five months of 2016 according to the County Auditor's Office (Budget - \$964,071 / Expenditures - \$393,883).
- In an effort to improve its judicial operations, the 65th Judicial District Court has implemented electronic filing for all pleadings and courts orders in Child Protection cases. All parties and advocates are required, unless they are prose litigants, to e-file all pleadings in the Child Protection Cases. The Court itself e-files all orders issued in these cases. This effort provides all parties in these cases immediate notice and access to the time-sensitive legal issues involved in the case and has moved the Court closer to a paperless operation.
- The 65th Judicial District Court continues its Crossover Court Initiative aimed at addressing the needs of abused and neglected children and youth involved in both the Child Welfare and Juvenile Justice Systems. The Court provides coordinated case management of services and judicial oversight for those children and youth involved in both systems.

120th District Court

- Since 2010, the Court has actively monitored and prioritized disposition of cases for defendants in custody. Over time, several procedures were implemented to reduce jail population including cooperation with the District Clerk's and District Attorney's office to get

DISTRICT COURTS

inmates ready for TDC. These efforts maintained the jail population at approximately 100 inmates. In addition, a change of prosecution staff together with these strategies finally led to a meaningful reduction for the jail population. The Courts jail population now is no more than 60 inmates including probation and inmates pending transfers.

- Since May 2014, the Court implemented the use of “slips” for Judge’s conference and 28.01 motions hearings. This has reduced the amount of time attorneys spend in court as well as encouraged the parties to have productive discussions about discovery as well as case dispositions without the necessity of trial.
- Effective March 2016, the Court will reduce the number of hearings from date of arraignment to date of trial (7 hearings now) to 5 in total. This will also reduce court time for parties and improves management of the court docket by reducing court traffic (not just by counsel but by the parties, i.e. defendants in and out of custody), fostering increased safety in the courtroom and resulting in better use of both time and resources.

171st District Court

- Establish Special Docket call for cases 1 year or older. E-Filing/E-mailing notices in civil cases.

243rd District Court

- The 243rd was the first court to implement the video conferences. That alone has saved money on transporting prisoners, and Detention Officer Pay. We continue to use the video conference on all arraignments and at least the first two statuses, unless the Defendant is going to take a plea deal.
- E-mailing notices to attorneys and bonding companies.
- Court continues to set and follow-up on all of our competency issues. Our Court handles own tax cases and jury duty cases.
- The 243rd has cleaned up our docket and dismissed most cases that are more than 10 years old.

327th District Court

- Emailing notices to attorneys
- Implementing E-filing
- Court Call Video-Remote attorney and litigant appearances in courtroom to achieve cost savings and increase availability and flexibility for scheduling court appearances. As a result the courtroom is less crowded and there is increased efficiency in case flow and management.
- Court Reporter: e-filing appeals and the scanning of exhibits for retention and appeals.

DISTRICT COURTS

- Judge's E-signature available on orders.
- Creating a healthy environment for Court staff: stand up desks.... "a healthy staff is healthy court"
- Munis application implementation
- Court Performance Measures using NCSC Court Tools:
- The use of Court Tools measures; Age of Active Pending Caseload; Time to Disposition; Clearance Rate and Trial Date Certainty. Other court tool measures will be implemented in the future.

346th District Court

- Emailing jury lists and info sheets on jurors to attorneys and the state rather than running copies for all attorneys.
- Having docket call on Fridays and starting trial on Mondays to avoid bringing in large Jury Panels when not needed.
- Creating DWOP dockets for both criminal and civil cases to prevent backlog.
- Not giving continuances on cases from 2013 and older to speed up time to disposition rate.

384th District Court

- Video Attorney-Client bond hearings to lower attorney billing on vouchers and cut back on transportation costs for the jail.
- Waive arraignments to also lower attorney billing on vouchers.
- Created a new Competency Court node to separate district court criminal cases from competency cases.

409th District Court

- Began emailing notices to attorney's and bond companies.
- Now signing notices using a signature pad and emailing instead of printing settings on a daily basis.
- Implemented E-filing of all documents signed by the Judge so that we can become a paperless court.
- Have implemented Attorney/Client conferences via video using Communicator. This has reduced billing on court appointed attorney's that normally bill for travel and time when meeting with clients at the jail.
- Judge is now using E-Signature implementation on orders from his phone.

448th District Court

- Disposed of all cases back logged for the years 2007 & 2008. Present Judge took

DISTRICT COURTS

office in January 2013.

- Most cases scheduled each week for trial during 2016, settled by the time of trial date. Therefore, only presiding over 2 Jury Trials from January to May 2016. Thereby, saving tax payers money by not having to pay jurors during days of trials.
- E-filing all Orders and sending all notices via email.
- Video Attorney-Client conferences to lower Attorney billing on vouchers.
- Judge E-signature implementation on orders.

PERFORMANCE MEASURES

This year the performance measures for the District Courts, which consists of Civil, Felony and Family cases filed are not provided due to recent changes in the methods of tracking and reporting this data. This data and the accompanying performance measures will be streamlined for the next Fiscal Year 2018.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 5,207,283 | \$ 5,261,714 | \$ 5,227,268 | (0.65%) |
| Operating | 73,962 | 198,488 | 205,693 | 3.63% |
| Capital | | 5,220 | | - |
| Totals | \$ 5,281,245 | \$ 5,465,422 | \$ 5,432,961 | (0.59%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 63 | 63 | 63 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 63 | 63 | 63 | - |

DISTRICT COURTS

| Authorized Position Detail | | |
|-----------------------------------|----------------------------|---|
| Admin Assistant, Senior | 4 Grand Jury Bailiff | 1 |
| Bailiff | 14 Legal Secretary, Senior | 1 |
| Certified Court Reporter | 16 Peer Group Facilitator | 1 |
| Compliance Officer | 5 Veterans Program | 1 |
| Court Coordinator | 17 | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

DISTRICT JUDGES SALARY SUPPLEMENT ACCOUNT

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This index is utilized solely to account for supplemental salary compensation and benefits paid to the seventeen District Judges of the County as provided by the Commissioners Court.

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Work program trends are shown under the respective Court. | | | | |

Financial Trends

| | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 331,974 | \$ 323,638 | \$ 323,646 | 0.002% |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 331,974 | \$ 323,638 | \$ 323,646 | 0.002% |

Staffing Trends

| | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|---------------|---------------|---------------|-------------------|
| Authorized Positions | | | | |
| Full-Time Employees | 17 | 17 | 17 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 17 | 17 | 17 | - |

Authorized Position Detail

| | |
|----------------|----|
| District Judge | 17 |
|----------------|----|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

INDIGENT DEFENSE

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This account was established to track costs to enhance indigent defense within El Paso County. Funds were received from the State of Texas and the program is currently not funded.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 5,322 | | | - |
| Operating | 220 | | | - |
| Capital | | | | - |
| Totals | <u>\$ 5,542</u> | <u>\$ -</u> | <u>\$ -</u> | - |

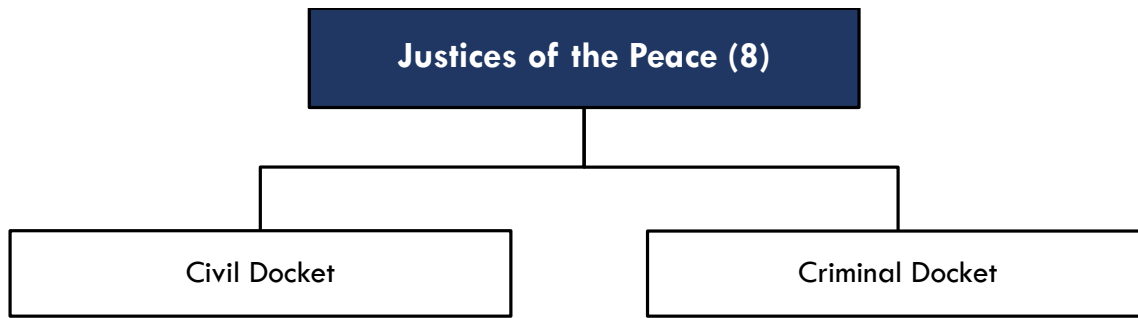
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

JUSTICES OF THE PEACE (8)



MISSION STATEMENT

The Justice of the Peace and its staff of skilled professionals are committed to maintaining the highest integrity in the jurisprudence system and to treating all those who come into contact with the Justice Court with professionalism, courtesy, respect and dignity.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Justice of the Peace Courts are lower courts in Texas that have jurisdiction over minor criminal offenses and minor civil cases. The Texas Constitution requires each county to establish at least one and a maximum of eight justice precincts depending on the population. Within each justice precinct, one or more justices of the peace are elected to a four-year term.

The Justice of the Peace presides over the court that is most accessible to the average citizen. Justices of the Peace hear traffic and other Class C misdemeanor cases punishable by fine only. The court hears civil cases with up to \$10,000 in controversy. Justice Courts also hear landlord and tenant disputes and cases involving truant conduct.

In addition to the other duties listed above, Justices of the Peace provide magistrate warnings to persons in custody as well as reviewing and signing warrants for law enforcement agencies. The Justice of the Peace also presides over various administrative hearings.

GOALS AND OBJECTIVES

Precinct 1

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

OBJECTIVE: Strive to set a standard of excellence by granting all persons and parties' due process and a fair opportunity to be heard.

OBJECTIVE: Provide citizens and litigants accessibility to information and resources.

OBJECTIVE: Increase Disposition rate by utilizing proactive case management techniques.

OBJECTIVE: Reduce time from case filed to final disposition/judgment.

JUSTICES OF THE PEACE (8)

Precinct 3

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

OBJECTIVE: To improve staff development through training and other forms of continuing education with an emphasis on the correct application of Texas rules and statutes.

GOAL: To process cases in a more efficient manner, consistent with justice, corresponding to a direct correlation of generating revenue.

OBJECTIVE: To seek the target of 90% clearance rate, consistent with justice, in disposing of all cases filed within the fiscal year by aligning the office with the County's goal to operate in a technology forward environment and further the County's goal to reduce cost and waste.

GOAL: To better serve the public with an emphasis on improving quality customer service and decreased wait times.

OBJECTIVE: To operate on a full-time basis to provide dedicated public service to all El Paso County citizens.

Precinct 5

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

OBJECTIVE: To improve staff development through training and other forms of continuing education with an emphasis on the correct application of Texas rules and statutes.

GOAL: To process cases in a more efficient manner, consistent with justice, corresponding to a direct correlation of generating revenue.

OBJECTIVE: To seek the target of 90% clearance rate, consistent with justice, in disposing of all cases filed within the fiscal year by aligning the office with the County's goal to operate in a technology forward environment and further the County's goal to reduce cost and waste.

GOAL: To better serve the public with an emphasis on improving quality customer service and decreased wait times.

OBJECTIVE: To operate on a full-time basis to provide dedicated public service to all El Paso County citizens.

JUSTICES OF THE PEACE (8)

Precinct 6-1

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

OBJECTIVE: To improve staff development through training and other forms of continuing education with an emphasis on the correct application of Texas rules and statutes.

GOAL: To process cases in a more efficient manner, consistent with justice, corresponding to a direct correlation of generating revenue.

OBJECTIVE: To seek the target of 90% clearance rate, consistent with justice, in disposing of all cases filed within the fiscal year by aligning the office with the County's goal to operate in a technology forward environment and further the County's goal to reduce cost and waste.

GOAL: To better serve the public with an emphasis on improving quality customer service and decreased wait times.

OBJECTIVE: To operate on a full-time basis to provide dedicated public service to all El Paso County citizens.

Precinct 6-2

GOAL: To process cases in a more efficient manner, consistent with justice, and serve the State of Texas, and the County of El Paso.

OBJECTIVE: Improve outreach efforts to defendants by providing ample notice for scheduled appearances to process, adjudicate and dispose of cases.

GOAL: Reduce the amount of time a case remains in active/pending status.

OBJECTIVE: Collaborate with local law enforcement agencies to dispose of pending citations.

GOAL: To better serve the public with an emphasis on improving quality customer service and decreased wait times.

Objective: Increase training for staff members through internal cross training in all court departments and through training from the Justice Court Training Center.

Precinct 7

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

OBJECTIVE: To improve staff development through training and other forms of continuing education with an emphasis on the correct application of Texas rules and statutes.

JUSTICES OF THE PEACE (8)

GOAL: To process cases in a more efficient manner, consistent with justice, corresponding to a direct correlation of generating revenue.

OBJECTIVE: To seek the target of 90% clearance rate, consistent with justice, in disposing of all cases filed within the fiscal year by aligning the office with the County's goal to operate in a technology forward environment and further the County's goal to reduce cost and waste.

GOAL: To better serve the public with an emphasis on improving quality customer service and decreased wait times.

OBJECTIVE: To operate on a full-time basis to provide dedicated public service to all El Paso County citizens.

FISCAL YEAR 2016 ACCOMPLISHMENTS

Precinct 1

- Disposed cases filed in an efficient effective, timely, and lawful manner.
- Maintained efficient and effective court docket management.
- Maintained an environment that promotes employee development and safety.
- Utilized current technology and expanded services to the public to increase efficiency and ensure prompt customer service.

Precinct 5

- Disposed civil back-logged cases from up to 5 years from previous administration.
- Generated warrants on old criminal cases.
- Disposed old truancy cases not properly processed years back.
- Expunged Failure to attend school cases under the new HB2398.
- Utilized updated technology and expanded services to the public to increase efficiency and ensure prompt customer service.
- Maintained efficient and effective court docket management.

Precinct 6-1

- Staff attended training with TJCTC, we had two staff members that received Clerk certifications.
- Procedures were implemented for a defendant's right for a speedy trial once requested by the defendant.
- New procedures were implemented to dispose of old criminal cases pending bench trials.

JUSTICES OF THE PEACE (8)

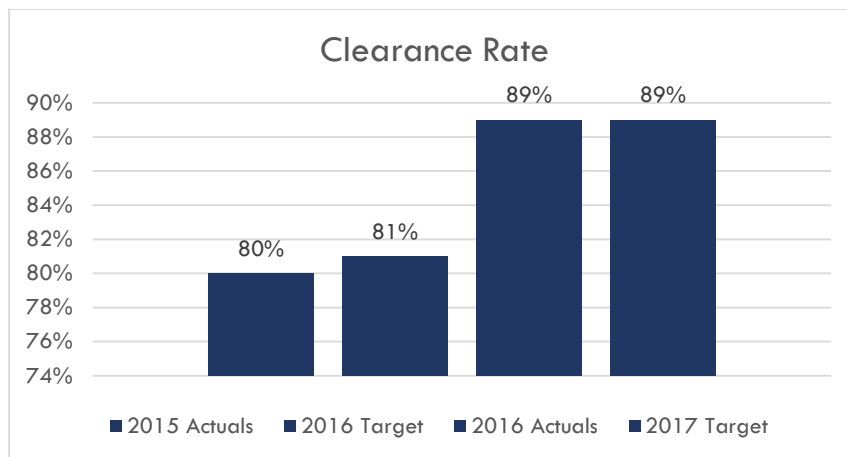
- Closed old Civil cases that were not transferred properly from the old system (JIMS) reducing the number of cases reported to OCA.
- Closed all pending Failure to Attend School cases as per new law.

Precinct 6-2

- Properly disposed of outstanding criminal and civil cases, reducing the number of cases reported to the Office of Court Administration.
- Established and documented internal Policies and Procedures.
- Created a productive and efficient workplace by cross training employees.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Cases Filed | 76,540 | 83,618 | 76,380 | 76,380 |
| Cases Disposed | 61,454 | 68,010 | 68,025 | 68,025 |
| Outcomes: | | | | |
| Clearance Rate | 80% | 81% | 89% | 89% |



JUSTICES OF THE PEACE (8)

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 3,334,110 | \$ 3,445,253 | \$ 3,426,865 | (0.53%) |
| Operating | 186,285 | 264,971 | 237,024 | (10.55%) |
| Capital | | | | - |
| Totals | <u>\$ 3,520,395</u> | <u>\$ 3,710,224</u> | <u>\$ 3,663,889</u> | (1.25%) |

Staffing Trends

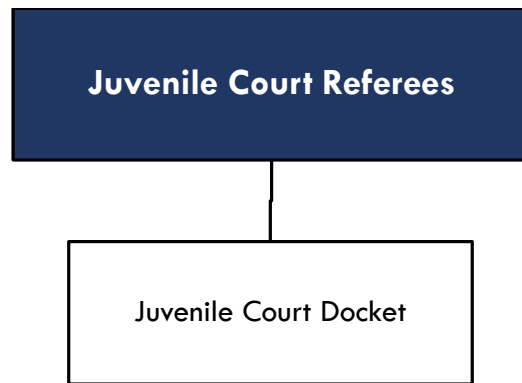
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 59 | 61 | 61 | - |
| Part-Time Employees | 3 | 3 | 3 | - |
| Temporary Employees | | | | - |
| Totals | <u>62</u> | <u>64</u> | <u>64</u> | - |

Authorized Position Detail

| | | | |
|---------------------------|----|--------------------------------|---|
| Admin. Asst. Intermediate | 1 | Office Specialist, Senior (PR) | 3 |
| Court Coordinator | 8 | Office Specialist | 1 |
| Justice of the Peace | 8 | Juvenile Case Manager | 6 |
| Office Specialist, Senior | 30 | Office Supervisor | 7 |

*Refer to Appendix A for detail on personnel changes for this Department.

JUVENILE COURT REFEREES



DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The first Juvenile Court Referee was operating prior to a department being established by the Commissioners Court in 1997. This Court is part of the 65th District Court. The second Juvenile Court Referee department was established by Commissioners Court to begin in fiscal year 2006. These Court Referees are appointed by the Juvenile Probation Department Board of Directors and preside over juvenile cases.

GOALS AND OBJECTIVES

GOAL: We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.

OBJECTIVE: Provide equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to an increasingly diverse society.

OBJECTIVE: Provide quality service that continuously improves, that meets or exceeds public expectations, and that ensures that all are treated with courtesy, dignity, and respect.

OBJECTIVE: Maintain the independence of the Judiciary while strengthening relations with the public, the bar, and the other branches of government.

OBJECTIVE: Acknowledge and enhance the potential of every person in our organization to contribute to the administration of justice through participation, training, and technology.

OBJECTIVE: Share a sense of common identity and purpose as a statewide Judiciary.

OBJECTIVE: To Earn the respect and confidence of an informed public.

JUVENILE COURT REFEREES

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Special Needs Diversionary Program-Project Hope - Project Hope is a post adjudication mental health court that has been in existence since 2007. This specialty court has been able to successfully keep juveniles in the community by preventing their removal from the home into costly residential facilities. Juveniles in Project Hope are provided with intensive mental health and supervision services. Participants are required to be medication compliant, engage in treatment and abide by all terms and conditions of probation. In addition, Participants and families are required to attend Court Hearings on a bi-monthly basis to review progress and compliance.
- Detention - The Juvenile Court Referees have prioritized the handling of juveniles detained at the El Paso County Juvenile Justice Center. The vast majority of detained juveniles are brought before the Referees for a hearing within 24 hours of detention, with a subsequent hearing (pretrial) within 8-10 days. These cases are expedited to decrease their time in detention.
- Rehabilitation - The Juvenile Court Referees are dedicated to the rehabilitation of the juveniles in El Paso County, which is shown by the low number of removals into costly residential facilities and commitments into the Texas Juvenile Justice Department.
- Fast Track Accountability - The Juvenile Court Referees are committed to handling cases in an expeditious manner and complying with the standards set out in the Texas Family Code. The Referees have made a conscious effort not to prolong the resolution of its cases by setting pre-trials, jury and non-jury trials in a timely fashion. The goal of the referees is to hear the punishment phase of a case within a month of the adjudication. In addition, there are regularly scheduled reviews to monitor compliance.
- Transition in Treatment - The Courts are transitioning away from a graduated sanction model to a more individual treatment plan based on facts, merits and needs of each individual juvenile. This allows for the specific needs of each juvenile to be addressed in the best evidence based manner. The result is that juveniles are committing less crime and complying with probation for the most part.
- Targeting Certain Populations - The Courts have revamped traditional probation methods by conducting different types of review hearings to keep track of a juvenile's performance and compliance on probation. As an example, the Serious Habitual Offender Comprehensive Action Program (SHOCAP), which handles the most serious offenders, conducts a monthly group peer review hearing under the direction of the Court. This allows the juveniles and their families to interact and learn from each other regarding their problems and resolution thereof. Positive feedback and experiences are communicated to others similarly situated resulting in better performances by the juveniles.

JUVENILE COURT REFEREES

- Agreed Judgments - By allowing the State and Defense to agree on certain dispositions, the Courts have streamlined the handling of certain cases, thus becoming more time and management efficient. This is an on-going savings to the Courts in time and money.
- Multi-Functional Use of Facilities - Court Number One's courtroom is utilized by more than one court. Jury trials are conducted by both Courts in this room. The specialty programs, such as SHOCAP, the Juvenile Drug Court and the Special Needs Diversionary Program also use the courtroom on a weekly basis. Maximum use of the facility results in cost reduction and extra efficiency to the County
- Automation - The Court is in the process of automating its audio/visual system, which will be used by litigants and their attorneys to present audio and video files, documents and photographs during court proceedings. This was accomplished at a fraction of the costs from that which was expended by the County of El Paso on the "Elmo" system. The cost of the system is approximately \$1,000, compared to the approximately \$22,000 paid for EACH one of the Elmos. Finally, the Court had ITD install data ports for litigants desiring to access JIS, the County server and the internet in order to overcome the difficulties posed by the current Juvenile Probation Department Wi-Fi connectivity.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Reported under the 65th District Court | | | | |

Financial Trends

| | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 1,016,284 | \$ 1,006,574 | \$ 1,005,051 | (0.15%) |
| Operating | 5,727 | 9,688 | 9,688 | - |
| Capital | | | | - |
| Totals | \$ 1,022,011 | \$ 1,016,262 | \$ 1,014,739 | (0.15%) |

JUVENILE COURT REFEREES

Staffing Trends

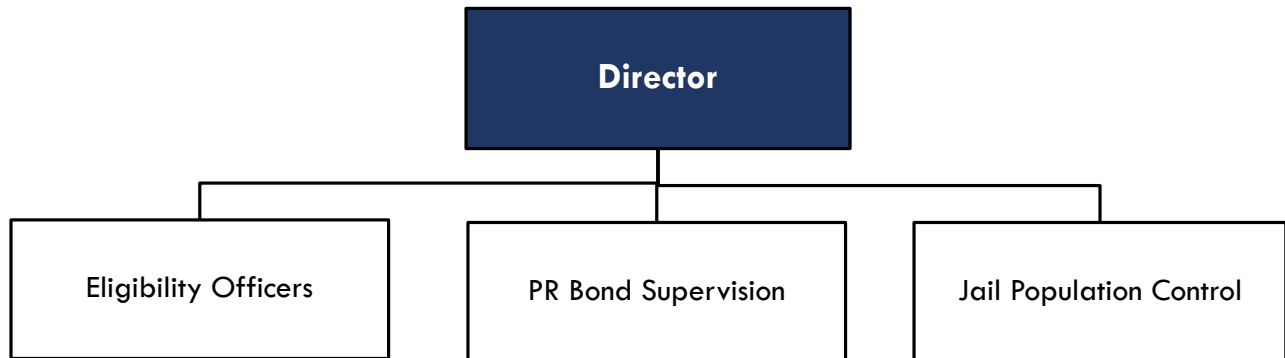
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 11 | 11 | 11 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 11 | 11 | 11 | - |

Authorized Position Detail

| | | | |
|--------------------------|---|--------------------------|---|
| Administrative Assistant | 2 | Certified Court Reporter | 2 |
| Associate Judge | 2 | Court Coordinator | 2 |
| Bailiff | 2 | Office Specialist | 1 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

OFFICE OF CRIMINAL JUSTICE COORDINATION



MISSION STATEMENT

The Department shall assist in assuring that the constitutional rights of the criminally accused to fair trial and prompt release are preserved by determining if they qualify for appointment of counsel, by facilitating their prompt pre-trial release when it can be accomplished without undue risk to the community, and when ordered, by providing competent supervision of those released pending future court activity. The Department shall protect the interests of taxpayers by controlling jail costs through efficient oversight of the transfer and release of prisoners.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

- Determines indigent status through an application process for those seeking court appointed counsel and advising the courts when an appointment should be made;
- Prepares risk assessments that evaluate the likelihood that the accused will pose a risk to the community, will appear in court as ordered, and be compliant with his/her court ordered conditions of release and share that information with the courts;
- Supervises those who have been released on personal recognizance bonds, mental health personal recognizance bonds and who have court ordered conditions of bond or release;
- Oversees County jail population to ensure that those who appear to qualify for release from jail be timely brought to the attention of the jail magistrate or judge for court review;
- Implements the orders of the Courts in El Paso County relating to the detention, release or transfer of prisoners.

OFFICE OF CRIMINAL JUSTICE COORDINATION

GOALS AND OBJECTIVES

GOAL: The Department shall promptly, accurately and efficiently control the County's jail population by implementing orders of the Court related to detention, transfer and release of prisoners.

OBJECTIVE: To confirm paperwork and process a prisoner for release to the street within 6 hours of receiving the release order from the court;

Notify other agencies of the availability of the defendant for transfer within one business day of notification of the need to transfer, and follow up to assure timely transfer or release.

Assure that adequate business processes are followed to ensure that only those prisoners who should be released or transferred leave the jail.

Review the prisoner population at least tri-weekly to assure that prisoners who qualify for a bond reduction hearing are promptly brought to the attention of the court and scheduled for a hearing.

Assure that any prisoner arrested on a County Court *capias pro fine* or Justice Court failure to appear warrant receives a hearing prior to booking, if possible.

GOAL: Prepare a risk assessments for all County prisoners not immediately released from a County Detention Facility.

OBJECTIVE: The Department shall provide universal risk assessment screening.

GOAL: Determine indigent status related to appointment of counsel and notify the court(s) immediately regarding those who qualify.

OBJECTIVE: Determine indigent status within 24 hours of a request for appointment of counsel.

GOAL: Prepare a risk assessments for all County prisoners not immediately released from a County Detention Facility.

OBJECTIVE: The Department shall provide a risk assessment during booking for newly arrested inmates.

The Department will follow up and assure that all inmates available for pre-trial release have received a risk assessment in time for a 7 day bond reduction hearing for misdemeanors and a 14 day bond reduction hearing for felonies.

OBJECTIVE: During the first 90 days of operation, the Department will make a risk assessment for all prisoners previously detained without a risk assessment.

OFFICE OF CRIMINAL JUSTICE COORDINATION

GOAL: For those who have received a mental health assessment, promptly notify the Court for a determination of whether they should be released on a mental health personal recognizance bond.

OBJECTIVE: The Department shall follow up regarding court ordered mental health assessments within 24 hours to determine whether the detainee qualifies for a mental health PR Bond.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Established the use of a risk assessment for all qualifying individuals at Magistration hearing to objectively determine risk of flight or risk of danger to the community
- Moved to 24/7 schedule to work with magistrates and provide risk assessments and PR bond signups 24/7.
- Increased number of PR bond officers to effectively reduce caseloads to more manageable levels
- Created a Court Coordinator Senior position to provide more direct supervision to court coordinators working in the main detention center
- Created and tested a new Satellite Booking Office to alleviate number of people who need to be booked at main detention center. Full opening scheduled in early FY17
- Joined federal effort with the Data Driven Initiative
- Both Director and supervisors have attended statewide and national pretrial conferences in furtherance of department goals.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| % Prisoners processed for release in 6 hrs | N/A | N/A | N/A | 98% |
| % Notification to other agencies in 24 hrs | N/A | N/A | N/A | 98% |
| # improper release / transfer of prisoner | N/A | N/A | N/A | 0 |
| Outcomes: | | | | |
| # of weeks where checked population 3 times | N/A | N/A | N/A | 50 |
| % of Pretrial detainees receiving risk access | N/A | N/A | N/A | 70% |
| % of Appointment Apps completed in 24 hrs | N/A | N/A | N/A | 100% |
| % of Misdemeanor and Felony inmates assessed for 4 day hearing | N/A | N/A | N/A | 100% |

OFFICE OF CRIMINAL JUSTICE COORDINATION

This year the performance measures Actuals- Outputs and Outcomes are not provided due to recent changes in the methods of tracking and reporting this data. This data and the accompanying performance measures will be streamlined for the next fiscal year 2018.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 324,874 | \$ 2,030,133 | \$ 2,001,779 | (1.40%) |
| Operating | 1,113 | 38,983 | 24,895 | (36.14%) |
| Capital | | 22,767 | | (100.00%) |
| Totals | <u>\$ 325,987</u> | <u>\$ 2,091,883</u> | <u>\$ 2,026,674</u> | (3.12%) |

Staffing Trends

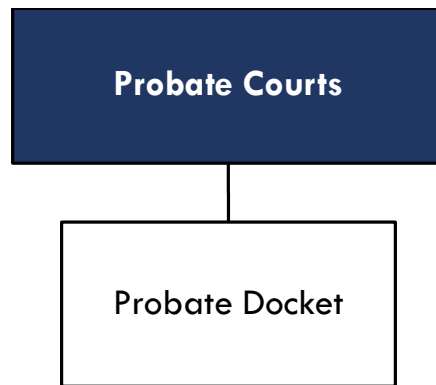
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 31 | 41 | 42 | 2.44% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>31</u> | <u>41</u> | <u>42</u> | 2.44% |

Authorized Position Detail

| | | | |
|-----------------------------|----|---------------------|----|
| Admin Specialist | 1 | Senior Court Coord | 1 |
| Criminal Justice Director | 1 | PT Bond Officer | 13 |
| Criminal Justice Supervisor | 2 | PT Bond Off, Intern | 11 |
| Ct. Cood/ Data Entry | 13 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

PROBATE COURTS



DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The County Probate Courts are responsible for handling probate matters in El Paso, Texas, including the probating of decedents' wills, administrations of decedents' estates, delayed birth and death certificates, guardianships of adults and minors and mental health proceedings. Along with probate matters, delayed certificates, guardianships and mental health matters, the Court also hears adult neglect cases brought before the Court by the Texas Department of Family and Protective Services – Adult Protective Services.

GOALS AND OBJECTIVES

GOAL: We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.

OBJECTIVE: To provide equal access to a fair and effective system of justice for all without excess cost, inconvenience, or delay, with sensitivity to an increasingly diverse society.

OBJECTIVE: To provide quality service that continuously improves, that meets or exceeds public expectations, and that ensures that all are treated with courtesy, dignity, and respect.

OBJECTIVE: To maintain the independence of the Judiciary while strengthening relations with the public, the bar, and the other branches of government.

OBJECTIVE: To acknowledge and enhance the potential of every person in our organization to contribute to the administration of justice through participation, training, and technology.

OBJECTIVE: To share a sense of common identity and purpose as a statewide Judiciary.

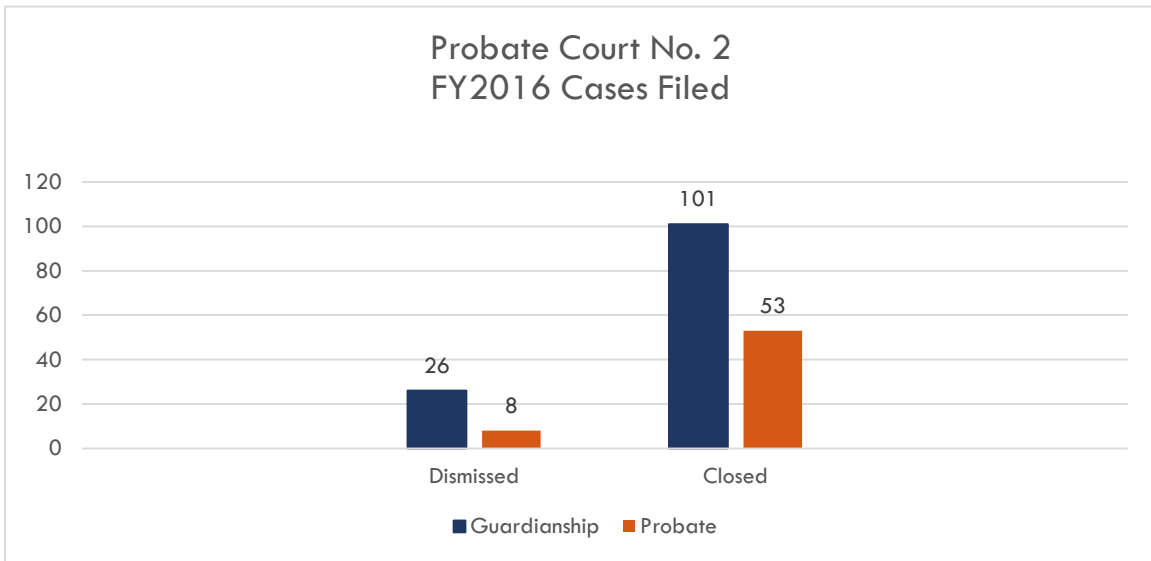
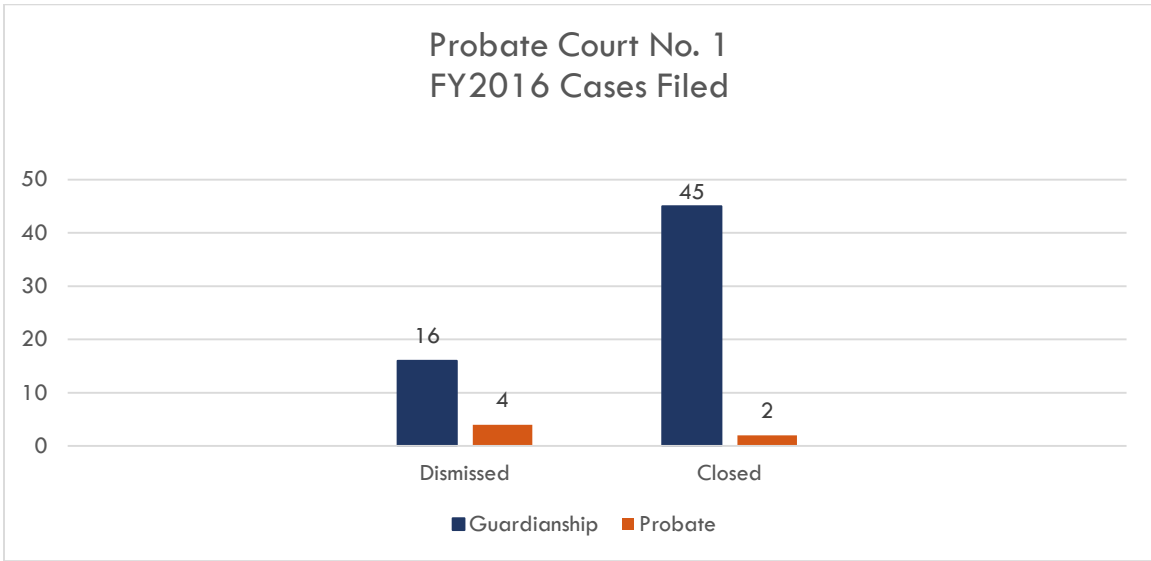
OBJECTIVE: Earn the respect and confidence of an informed public.

PROBATE COURTS

FISCAL YEAR 2016 ACCOMPLISHMENTS

- The Statutory Probate Courts in El Paso County strive to decrease the amount of time it takes to finalize all applications for administrations, heir ship determinations and guardianships filed in El Paso County. Through the implementation of several performance measures, the Probate Courts expect to minimize the amount of time needed to complete the probate and guardianship processes. The first measure the courts have implemented is the automatic scheduling of status hearings, within 90 days of the filing date, of all new applications. This procedure allows the courts to both monitor and expedite the progress of cases filed. Compliance hearings are also automatically scheduled after each administration, heir ship determination and guardianship is granted, notifying attorneys and their clients of all future filing deadlines. The Statutory Probate Courts are also limiting the number of extensions granted for the filing of bonds, inventories, annual accountings and annual reports of well- being, which is also expediting the approval and finalization of all applications and petitions presented to the court. The Probate Courts have implemented a Court Status Check system to monitor and expedite all probate and guardianship cases. The Probate Courts have set 182 probate and guardianship Court Status Check hearings. With the additional performance measures being implemented, the Statutory Probate Courts expect the completion rates to increase next fiscal year.
- The Statutory Probate Courts in El Paso County, Texas hold mental health commitment hearings twice a week, with both courts alternating on a monthly basis. Mental health commitment hearings include protective custody hearings, final commitment hearings, psychoactive medication hearings and modification hearings. Hearings on all mental health commitment cases are held within seventy two hours of filing, as required by the Texas Health and Safety Code.

PROBATE COURTS



Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|---------------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 1,704,326 | \$ 1,690,844 | \$ 1,685,827 | (0.30%) |
| Operating | 43,595 | 58,821 | 66,014 | 10.90% |
| Capital | | 7,300 | | (100.00%) |
| Totals | \$ 1,747,921 | \$ 1,756,965 | \$ 1,751,841 | (0.29%) |

PROBATE COURTS

Staffing Trends

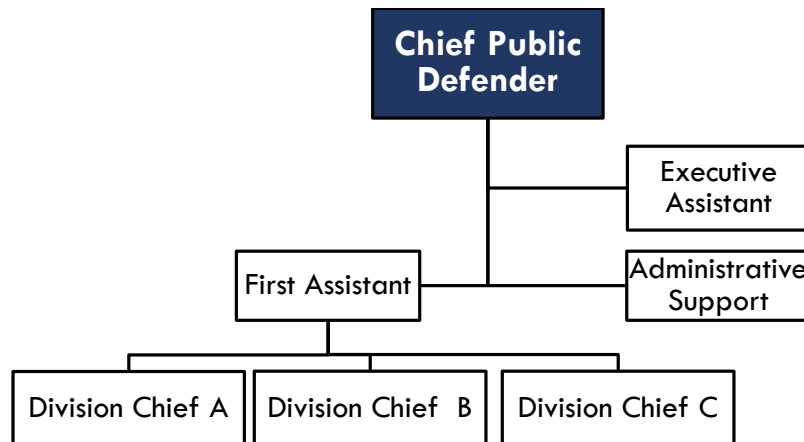
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 16 | 16 | 16 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>16</u> | <u>16</u> | <u>16</u> | - |

Authorized Position Detail

| | | | |
|---------------------------|---|--------------------------|---|
| Certified Court Reporter | 2 | Probate Assistant I | 1 |
| Court Coordinator | 2 | Probate CT. Investigator | 3 |
| Court Visitor Coordinator | 2 | Probate Judge | 2 |
| Office Specialist, Intern | 1 | Probate Master | 1 |
| Probate Admin/Auditor | 2 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

PUBLIC DEFENDER



MISSION STATEMENT

We are the Public Defender: We fight for the rights of the Accused and defend the Bill of Rights with the strength of our team, the independence of our judgment, and the courage of our beliefs.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Public Defender's Office represents indigent individuals charged with juvenile, misdemeanor and felony offenses from pretrial up to and including appeals, as well as post-conviction writ of habeas corpus. The Public Defender receives appointments from various courts. The Jail Magistrate appoints our office in pre-indictment felony cases and unfiled misdemeanor cases. The District Courts appoint us to indicted felony cases. The designated Juvenile District Court appoints us to new and petitioned juvenile cases. County Courts at law and County Criminal Courts appoint us to filed misdemeanor cases. Family courts appoint us to Child Protective Services termination of parental rights cases to represent absent or unknown parents. The Title IV (d) Court appoints us to defend noncustodial parents in child support cases.

GOALS AND OBJECTIVES

GOAL: To provide quality legal representation to our clients on felony, misdemeanor juvenile, extradition, direct appeal, post-conviction cases, and child support cases.

OBJECTIVE: To maintain at least a 90% clearance rate of all new cases received, by end of fiscal year (except drug court cases, at 50%); to seek the target of 70% of cases in client's favor; ongoing review and enhancement of entire practice to improve quality of representation and increase efficiency; continue work on PD Practice Standards and complete revision of Policies and Procedures Manual.

GOAL: Improve advocacy on behalf of clients with mental illness, intellectual disability or other treatment needs.

PUBLIC DEFENDER

OBJECTIVE: Continue work on PD Practice Standards, Policies and revision of Procedures Manual building on insights gained from criminal review of Mental Health Unit; Continue active participation in Jail Diversion Subcommittee; Partner with the Criminal Justice Coordination Office and Jail Magistrate programs.

GOAL: Become more client-centered. Address our clients' potential or actual collateral consequences arising from criminal justice involvement.

OBJECTIVE: Continue client-centered culture among attorneys, investigators, social workers, mitigation specialist, Mental Health Unit, and staff, focusing on clients concerns, including collateral consequences arising from criminal justice involvement. Continue emphasis on meaningful client contact, in the courtroom, the office, detention facilities, and the community.

GOAL: Deliver on-going professional development of at least of at least 15 hours annually to all licensed professionals and at least 10 hours to all other employees.

OBJECTIVE: Continue development and implementation of training program serving all employees. For all supervisory employees, including lawyers and non-lawyers 4 hours must be related to supervision, management and leadership (for lawyers, these 4 hours may be satisfied through continuing legal education (CLE) in that specific area, otherwise, they will have to be in addition to the required 15 hours of CLE). Incorporate training requirement into PD Practice Standards, Policies and Procedures Manual.

FISCAL YEAR 2016 ACCOMPLISHMENTS

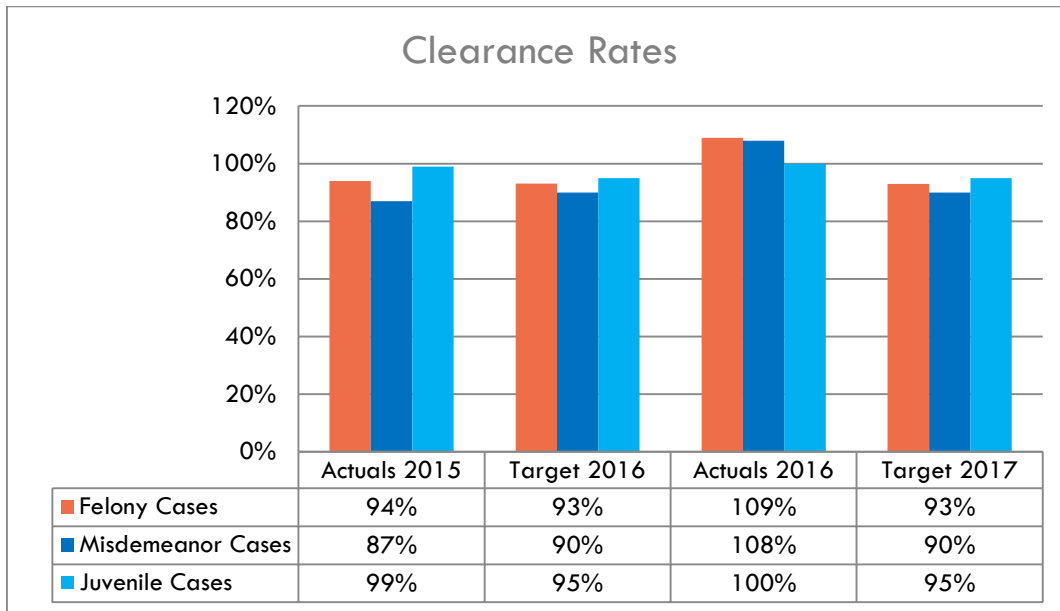
- The Public Defender's Office's partnership with the Judiciary is producing significant utilization of the Public Defender's Office
- The Public Defender's Office's commitment to client centered representation is yielding results. On average, at least one case goes to trial each week, and frequently our office is trying several cases in any given week. Our clients, and the community ultimately benefits, especially when the citizens accused, entrusted to our representation are acquitted, or have the charges against them dismissed.
- On-going review of each client's file has been revised and enhanced, so that each attorney's client files are reviewed two to three times a year by the applicable division level or higher supervisor.
- Increased emphasis on national standards for criminal defense, including on-going monitoring of current and annualized attorney workloads.
- Investigation requests, work progress, and completion has been fully incorporated into an electronic tracking system, providing increased accountability and efficiency.

PUBLIC DEFENDER

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Felony Cases: | | | | |
| Opened | 3,601 | 3,600 | 3,950 | 3,600 |
| Closed | 3,400 | 3,196 | 3,639 | 3,400 |
| Ending cases | | | | |
| Felony Appeals: | | | | |
| Opened | 7 | 15 | 15 | 16 |
| Closed | 11 | 12 | 6 | 12 |
| Misdemeanor Cases | | | | |
| Opened | 3,936 | 4,200 | 4,031 | 4,200 |
| Closed | 3,408 | 3,900 | 3,730 | 3,900 |
| Misdemeanor Appeals | | | | |
| Opened | 0 | 1 | 2 | 1 |
| Closed | 3 | 1 | 0 | 1 |
| Juvenile Cases | | | | |
| Opened | 2,226 | 2,200 | 2,357 | 2,250 |
| Closed | 2,204 | 2,150 | 2,350 | 2,200 |
| Juvenile Cases Appeals | | | | |
| Opened | 3 | 2 | 1 | 2 |
| Closed | 5 | 2 | 1 | 2 |
| Child Support Cases | | | | |
| Opened | 659 | 660 | 371 | 660 |
| Closed | 611 | 600 | 452 | 600 |
| Writs | | | | |
| Opened | 5 | 5 | 7 | 6 |
| Closed | 6 | 5 | 8 | 6 |
| Adult Treatment Crt (Drug Court, Veterans, Esteem and WRSAT) | | | | |
| Opened | 234 | 210 | 237 | 220 |
| Closed | 254 | 200 | 208 | 210 |
| Child Protective Cases | | | | |
| Opened | 69 | 70 | 83 | 75 |
| Closed | 145 | 65 | 105 | 70 |

PUBLIC DEFENDER



Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|---------------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 6,331,666 | \$ 6,129,049 | \$ 6,079,781 | (0.80%) |
| Operating | 209,444 | 285,499 | 285,499 | - |
| Capital | | | | - |
| Totals | <u>\$ 6,541,110</u> | <u>\$ 6,414,548</u> | <u>\$ 6,365,280</u> | (0.77%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 60 | 60 | 60 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>60</u> | <u>60</u> | <u>60</u> | - |

PUBLIC DEFENDER

| Authorized Position Detail | | | |
|----------------------------|---|---------------------------|----|
| Admin. Assistant, Interm | 1 | Legal Secretary | 3 |
| Administrative Assistant | 1 | Legal Secretary, Senior | 2 |
| Case Administrator | 1 | Mitigation Specialist | 1 |
| Caseworker, Senior | 1 | Office Admin./Support | 1 |
| Chief Investigator | 1 | Office Specialist | 1 |
| Chief Public Defender | 1 | Office Specialist, Interm | 2 |
| Deputy Chief Public | 1 | Social Worker | 1 |
| Division/Unit Chief | 2 | Social Worker (Masters) | 2 |
| Executive Assistant | 1 | Sr. Trial Attorney | 20 |
| Executive Secretary | 1 | Trial Attorney | 4 |
| Investigator | 5 | Trial Team Chief | 7 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.



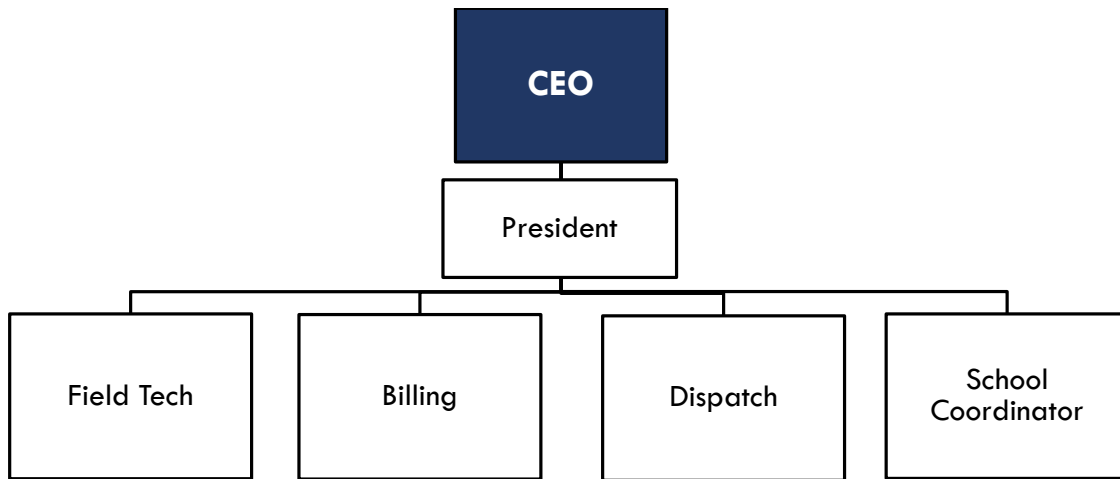
Public Safety



PUBLIC SAFETY
FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
WITH COMPARATIVE BUDGETS BY DEPARTMENT

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|--|---------------|---------------|---------------|----------------|
| 274 | Ambulance Service | \$407,052 | \$407,052 | \$407,052 | - |
| 277 | Constables Precincts 1-7 | 2,025,512 | 2,291,875 | 2,246,479 | (2.02%) |
| 284 | Emergency Management | 188,500 | 94,250 | 94,250 | - |
| 286 | Juvenile Justice Center | | | | |
| | Community Based Prgm | 475,425 | 374,337 | 319,643 | (17.11%) |
| | Challenge | 2,856,507 | 2,669,807 | 2,974,026 | 10.23% |
| | Detainee | 69,697 | 120,000 | 45,000 | (166.67%) |
| | Detention | 2,789,557 | 2,915,322 | 3,210,477 | 9.19% |
| | Interest | 1,957 | 40,450 | 20,000 | (102.25%) |
| | Kitchen Operations | 501,598 | 659,131 | 651,532 | (1.17%) |
| | Probation Administration | 6,340,777 | 6,964,836 | 7,564,066 | 7.92% |
| 298 | Sheriff Maintenance Operations | | 2,858,886 | 2,924,382 | 2.24% |
| 300 | Sheriff | | | | |
| | Sheriff Academy Training | 657,442 | 693,730 | 711,736 | 2.53% |
| | Sheriff CID, BCI & Warrants | 8,436,770 | 9,720,784 | 9,650,003 | (0.73%) |
| | Sheriff Detention Facility | 37,605,690 | 30,887,761 | 34,948,333 | 11.62% |
| | Sheriff Jail Annex | 34,508,407 | 28,271,625 | 32,381,032 | 12.69% |
| | Law Enforcement Bureau | 7,362,878 | 7,508,030 | 7,426,584 | (1.10%) |
| | Sheriff Patrol | 13,769,333 | 14,843,115 | 14,976,280 | 0.89% |
| | Courthouse Security | 1,713,562 | 1,167,765 | 1,224,218 | 4.61% |
| | Bail Bond Board | 1,550 | 3,000 | 2,950 | (1.69%) |
| | Sheriff's Auction Proceeds | 221 | 26,000 | 19,300 | (34.72%) |
| 317 | West Texas Community Service Corrections Department | 449,412 | 276,603 | 210,304 | (31.53%) |
| | | | | | |
| | Totals | \$120,161,847 | \$112,794,359 | \$122,007,647 | 7.55% |

AMBULANCE SERVICES



MISSION STATEMENT

To provide the Citizens of El Paso County with the best possible high performance pre-hospital care within the constraints of funds available and the large areas to be served and to create constancy of purpose for improving the standard of patient care.

DEPARTMENT DESCRIPTION & 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 county stations and one central station which provides backup to the County. Life Ambulance owns twenty-four ambulances and provides all levels of service: Basic Life Support, Advanced Life Support and (MICU) Paramedic Support. The company is responsible for maintaining a system status to Federal Rural Standards.

GOALS AND OBJECTIVES

GOAL: To provide the best possible pre-hospital emergency care, through rapid emergency transportation services to people in need and through high standards of care and service.

OBJECTIVES: To maintain strategic placement of stations within the five major divisions of the Lower and Upper Valley of the County; to keep response times at an average of 7.35 minutes for Upper Valley and 10 minutes for Lower Valley; to keep cost per calls at a maximum of \$53.

AMBULANCE SERVICES

PERFORMANCE MEASURES

| | 2015 | 2016 |
|--|----------------|----------------|
| | Actuals | Actuals |
| Department Activity | | |
| Output | | |
| YTD Calls | | |
| County Wide | 28,371 | 26,000 |
| Fabens | 6,813 | 6,184 |
| Socorro | 4,021 | 3,669 |
| Horizon | 9,964 | 9,157 |
| Vinton | 4,332 | 3,993 |
| Montana Vista | 1,427 | 1,290 |
| City Responses | 1,814 | 1,679 |
| YTD Avr Times (minutes) | | |
| County Wide | 8:09 | 8:09 |
| Fabens | 8:53 | 8:47 |
| Socorro | 8:46 | 8:48 |
| Horizon | 7:53 | 7:53 |
| Vinton | 6:18 | 6:27 |
| Montana Vista | 8:38 | 7:53 |
| City Responses | 14:10 | 13:50 |
| Current # of Calls | | |
| County Wide | 7,132 | 10,579 |
| Fabens | 1,673 | 2,538 |
| Socorro | 1,018 | 1,519 |
| Horizon | 2,436 | 3,740 |
| Vinton | 1,145 | 1,575 |
| Montana Vista | 392 | 534 |
| City Responses | 467 | 666 |
| Average Times (minutes) | | |
| County Wide | 8:08 | 8:17 |
| Fabens | 8:47 | 8:57 |
| Socorro | 8:40 | 8:53 |
| Horizon | 8:03 | 7:58 |
| Vinton | 6:26 | 6:45 |
| Montana Vista | 8:35 | 7:51 |
| City Responses | 14:32 | 14:24 |
| *The company is under contract with the County therefore we are only provided actuals. | | |

AMBULANCE SERVICES

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 407,052 | \$ 407,052 | \$ 407,052 | - |
| Capital | | | | - |
| Totals | <u>\$ 407,052</u> | <u>\$ 407,052</u> | <u>\$ 407,052</u> | - |

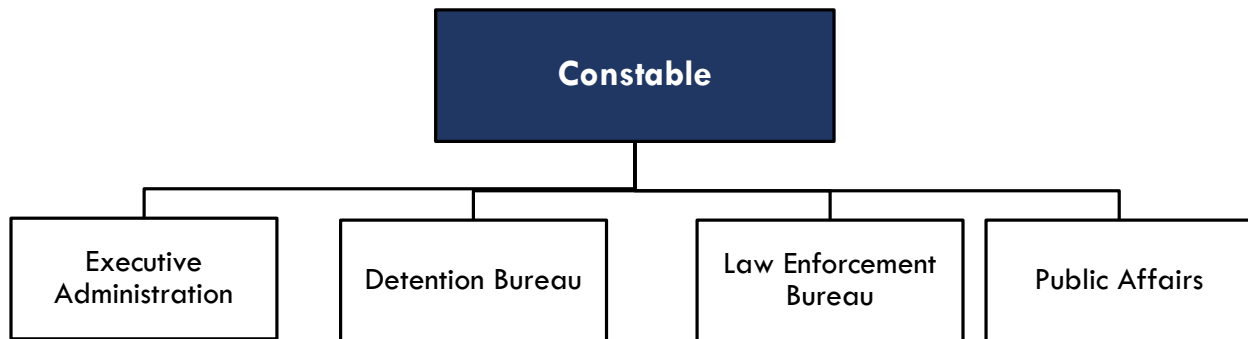
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

CONSTABLE PRECINCTS 1-7



MISSION STATEMENT

The El Paso County Constable's Office provides responsible service to the Justice of the Peace Courts and to the citizens throughout El Paso County and the State of Texas. Our mission is to preserve the peace, protect life, protect citizen's liberties and guard property; we shall ensure the impartial and expedient execution of all civil and criminal process lawfully directed to the office; ensure safety and security for the Justice of the Peace; enforce the laws of the State of Texas and the United States; and to work in cooperation with all local, state, and federal law enforcement agencies.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Constable is elected to a constitutionally mandated office, recognized by the Texas Code of Criminal Procedure as a Peace Officer and is the Chief Process Server of the County of El Paso. The Constable has statewide jurisdiction to execute criminal process and countywide jurisdiction to execute civil process. The Constable's Office attends to the Justice of the Peace Courts in their respective precincts, to include providing courtroom security services, transporting prisoners, and summoning jurors. The Constable shall, in accordance with Article 2.13 of the Texas Code of Criminal Procedure, enforce criminal and traffic laws and to accomplish this, may appoint a Deputy Constable. Constables are subject to standards developed by the Texas Commission on Law Enforcement (TCOLE). The Constable's Office 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's Office shall maintain peace and good order, arrest offenders violating the State's penal laws, and interfere without warrant to prevent and suppress crime in El Paso County. In addition to their judicial and statutory responsibilities, The Constable's Office performs various unique law enforcement activities in their precincts. These include traffic law enforcement, special event monitoring, efforts aimed community awareness, involvement with youth programs, and a variety of other functions. As trained Peace Officers, the Constable and his deputies provide County residents with law enforcement assistance. El Paso County Constables are elected to four year terms by the residents of their respective precincts. The Constable is responsible for working with the

CONSTABLE PRECINCTS 1-7

Justice of the Peace Courts to improve efficiency, reducing neighborhood crime through cooperative efforts with neighborhoods, closing “gaps” between law enforcement systems, and ensuring that civil process is efficient and cost effective for the taxpayers.

As provided for in the Code of Criminal Procedure, the Texas Rules of Civil Procedure, and other applicable laws and statutes, the Constable and his deputies may execute and return any process, civil or criminal, including any warrant, citation, notice, subpoena, or writ in El Paso County, or in certain cases, contiguous counties. Locally, the Constable and his deputies serve civil and criminal process originating in the Justice of the Peace Courts, District Courts and County Courts-at-Law. By State statute, the Constable is mandated to attend to the Justice of the Peace Courts in their respective precincts, to include providing bailiff services, transporting prisoners, and summoning jurors when required. The Constable and his deputies are also being called upon to assist the Office of the Attorney General by serving warrants for non-payment of child support as well as serving civil precepts for the Office of the Attorney General.

In addition to their judicial and statutory responsibilities, the Constable and his deputies perform various unique law enforcement activities in the various precincts of El Paso County based on Article 2.13 of the Texas Code of Criminal Procedure. These activities include traffic law enforcement, special event monitoring, narcotic interdiction, involvement with youth programs, and a variety of other law enforcement functions.

GOALS AND OBJECTIVES

Precinct 1

- GOAL:** To take a leadership role in improving Constable-related resources and perform our duties and in an effective and utmost courteous manner while serving the community with integrity, pride and professionalism.
- OBJECTIVE:** To execute civil/criminal process and other court documents issued to the Department in a timely manner.
- OBJECTIVE:** To enhance the development and growth of Department officers through training and leadership workshops.
- OBJECTIVE:** To maintain public safety and ensure the reduction of crime.
- OBJECTIVE:** To continue to work with the Justice of the Peace to maintain and improve security and safety within the Court offices and during court proceedings.
- OBJECTIVE:** To take a leadership role in improving Constable-related resources and perform our duties and in an effective and utmost courteous manner while serving the community with integrity, pride and professionalism.

CONSTABLE PRECINCTS 1-7

OBJECTIVE: To promote law enforcement programs and events that involve community participation.

Precinct 2

GOAL: To perform our duties in an effective and utmost courteous manner and to serve the community with integrity, pride and professionalism. We will execute all civil process and court documents issued by the Justice of the Peace in a timely manner.

OBJECTIVE: To maintain public safety and effectively execute the duties of the Constable's Office; to ensure the reduction of crime; to quickly respond to citizens' questions and concerns; to continue the trend of increased officer training which will enhance officer safety and proficiency and reduce liability to the County; to continue to work with the Justice of the Peace to maintain and improve security and safety within the Court offices and during court proceedings; to maintain effective working relationships with our constituents and stakeholders, including educating the public through positive community contact; to take a leadership role in improving Constable-related resources.

Precinct 3

GOAL: To execute our duties in a timely manner and to serve the community with integrity, pride and professionalism

OBJECTIVE: To increase the efficiency and execution of both civil, criminal processes, and precepts in a timely manner.

OBJECTIVE: To ensure the security of all Justice of the Peace proceedings.

OBJECTIVE: Enforce impartially all applicable laws.

OBJECTIVE: Continue the level of integrity and trust between the community and the Constable's office.

Precinct 4

GOAL: Execute all civil process in a timely manner as to allow the citizens of El Paso County the opportunity to be heard on their matter without delay.

OBJECTIVE: Receive, intake, and serve all civil citations within one month after receiving the citation.

GOAL: Execute and collect on not only outstanding class C criminal/traffic warrants but to also assist in the execution of other criminal warrants that are outstanding found through day to day activities.

OBJECTIVE: Attempt to collect or clear a minimum of a 10% increase on outstanding class C criminal/traffic warrants from FY2016's cleared warrants.

CONSTABLE PRECINCTS 1-7

GOAL: Training for the Constable and deputies in various aspects of law enforcement, civil and officer safety.

OBJECTIVE: Ensure officers are attending and meeting not only minimum training standards, but strive to obtain training and expertise in various fields that are beyond the minimum statutorily required training standards set forth by State Legislature. This will assist in the reduction of liability for the County of El Paso and ensure that the Constable and deputies are up to date on laws, legislation, as well as firearm proficiency.

GOAL: Ensure safety and security of the Justice of the Peace Court.

OBJECTIVE: Mandate that at least one deputy or the Constable be present and in attendance for all court sessions held by the court. While the Constable or deputies are in the office, not attending court sessions, it will be the responsibility of the Constable and/or deputies to ensure that all incidents that take place at the Eastside County Annex requiring police response be handled by the Constable or deputy in order to alleviate the need for police response and allow responding officers the ability to stay in service and be available to respond to citizens' needs.

Precinct 5

GOAL: To execute our duties in a timely manner and to serve the community with integrity, pride and professionalism; make all efforts to collect on all outstanding warrants from past years and present.

OBJECTIVE: To increase revenue generated by 10% over the prior year, or higher, to maintain revenue increase at same level as prior fiscal year; to continue the trend of increased officer training which will enhance officer safety and proficiency and reduce liability to the County of El Paso. Continue to work with the Justice of the Peace to maintain and improve the security within the Court offices and during Court proceedings; to maintain effective working relationships with our constituents and stockholders, including educating the public through positive public contacts; to take a leadership role in improving technology resources.

GOAL: To continue to work with the Justice of the Peace and working with constituents to get warrants paid in full by collecting monies in form of a Bond and setting the constituents back up for court and a fair plea. Continue to execute all forms of civil or foreign papers from out of town in a timely manner.

OBJECTIVE: Giving the constituents a chance to come before the court and have their case heard. Eliminating defendant or constituent from being arrested at home or their place of employment.

CONSTABLE PRECINCTS 1-7

Precinct 6

GOAL: Execute all civil process in a timely manner as to allow the citizens of El Paso County the opportunity to be heard on their matter without delay.

OBJECTIVE: Receive, intake, and serve all civil citations within one month after receiving the citation.

GOAL: Execute and collect on not only outstanding class C criminal/traffic warrants but to also assist in the execution of other criminal warrants that are outstanding found through day to day activities.

OBJECTIVE: Attempt to collect or clear a minimum of a 10% increase on outstanding class C criminal/traffic warrants from FY2015.

GOAL: Training for the Constable and deputies in various aspects of law enforcement, civil and officer safety.

OBJECTIVE: Ensure officers are attending and meeting not only minimum training standards, but strive to obtain training and expertise in various fields that are beyond the minimum statutorily required training standards set forth by State Legislature. This will assist in the reduction of liability for the County of El Paso and ensure that the Constable and deputies are up to date on laws, legislation, as well as firearm proficiency.

GOAL: Ensure safety and security of the Justice of the Peace Court.

OBJECTIVE: Mandate that at least one deputy or the Constable be present and in attendance for all court sessions held by the court. While the Constable or deputies are in the office, not attending court sessions, it will be the responsibility of the Constable and deputies to ensure that all incidents that take place at the County Annex requiring police response be handled by the Constable or deputy in order to alleviate the need for police response and allow responding officers the ability to stay in service and be available to respond to citizens' needs.

FISCAL YEAR 2016 ACCOMPLISHMENTS

Precinct 1

- Precinct 1 is honored to have acquired Constable Elect Oscar Ugarte.
- Precinct 1 received two new patrol units to replace an aging fleet.
- The purchase of tasers and body cameras were finalized for the department.
- An upgrade of one handheld radio was made.
- Precinct 1 participated in more community involved events to increase trust and transparency.
- A new Deputy was acquired to staff the department.

CONSTABLE PRECINCTS 1-7

- New procedures were implemented to increase productivity and efficiency.

Precinct 2

- Service of additional civil process was increased due to Finance Companies increasing their filings with the court.
- Moving to new office within building between JP court and Tax Office.
- New unit to replace old unit.
- Assisted in traffic control for the Northeast Veterans Parade.

Precinct 4

- Continued to develop a positive working relationship with the Justice of the Peace Precinct 4 as well as the other seven El Paso County Justices of the Peace.
- Continued to assist various schools within the precinct to ensure the safety of the students and staff in high congested traffic areas.
- Participated in various presentations with civic organizations on educating the general public as to what the function and duties of the Constable's Office is.
- Assisted other law enforcement agencies with providing training to new cadets/recruits.

Precinct 5

- Implemented written policy and procedures to operate more efficiently.
- Maintain a positive relationship by having the community, school administrator and students visit the Justice of the Peace and Constables Office Precinct No. 5 to observe how the justice system works within and for the community.
- Implemented steps and procedures for process of community complaints.
- Have been able to obtain Intermediate and Advance Certification by attending the mandatory training through our governing body and continuing education (TCLOE).
- Established communication with the community for elderly and welfare checks.
- Educating the community and the school districts on (BULLING) and what steps can be taken to discourage this type of behavior.
- Maintained a hand and hand relationship with school districts and their administrators for updates on new truancy laws for 2015.
- Assisted several school campuses with traffic control for community and students safety.
- Participated in school campuses to educate on Drug Awareness.
- Have made it our top priority to work with the new Elected Justice of the Peace and his court staff; through communication of all the courts daily work and court operations.
- To be more active in the community and neighborhood environment to suppress crime.

CONSTABLE PRECINCTS 1-7

- Educating the community on Traffic Violations instead of citing.
- By continuing to educate the community and the constituents on traffic violations instead of a written citation.

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|------------------------|-----------------|----------------|-----------------|----------------|
| Outputs: | | | | |
| Warrants Closed* | 13,252 | 13,252 | 13,077 | 13,077 |
| Civil Process Executed | 4,817 | 4,817 | 3,271 | 3,271 |
| Citations Issued | 546 | 546 | 643 | 643 |

*The warrants closed count includes warrants executed, warrants closed by arrest, or warrants executed by payment.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 1,892,059 | \$ 2,106,162 | \$ 2,070,680 | (1.68%) |
| Operating | 133,453 | 185,313 | 175,799 | (5.13%) |
| Capital | | 400 | | (100.00%) |
| Totals | \$ 2,025,512 | \$ 2,291,875 | \$ 2,246,479 | (1.98%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 30 | 32 | 32 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 30 | 32 | 32 | - |

Authorized Position Detail

| | | | |
|--------------------------|----|-------------------------------|---|
| Constable | 7 | Administrative Assistant (PR) | 1 |
| Deputy Constable | 16 | Sergeant Deputy Constable | 7 |
| Administrative Assistant | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

EMERGENCY MANAGEMENT

MISSION STATEMENT

To administer an Emergency Management program for the citizens of El Paso County that provides mitigation, preparedness, response and recovery from natural or man-made disasters.

DEPARTMENT DESCRIPTION & 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. Responsibilities 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: Administer the Emergency Management program for the City and County of El Paso towards mitigation, preparedness, response, and recovery from natural and man-made disasters.

OBJECTIVES: Ensure National Incident Management System compliance through training and documentation of all public safety agencies and their top level managers as directed by the Department of Homeland Security; educate citizens, first responders, and support agencies for disaster preparedness by conducting training programs and exercises consisting of National Incident Management Training, Radiological Preparedness, Terrorism Awareness, disaster preparedness, Severe Weather Awareness and emergency planning; pursue grant funding from FEMA and the County of El Paso for the operation of the El Paso Office of Emergency Management.

FISCAL YEAR 2016 ACCOMPLISHMENTS

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | Not Available | | | |

EMERGENCY MANAGEMENT

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 188,500 | \$ 94,250 | \$ 94,250 | - |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 188,500 | \$ 94,250 | \$ 94,250 | - |

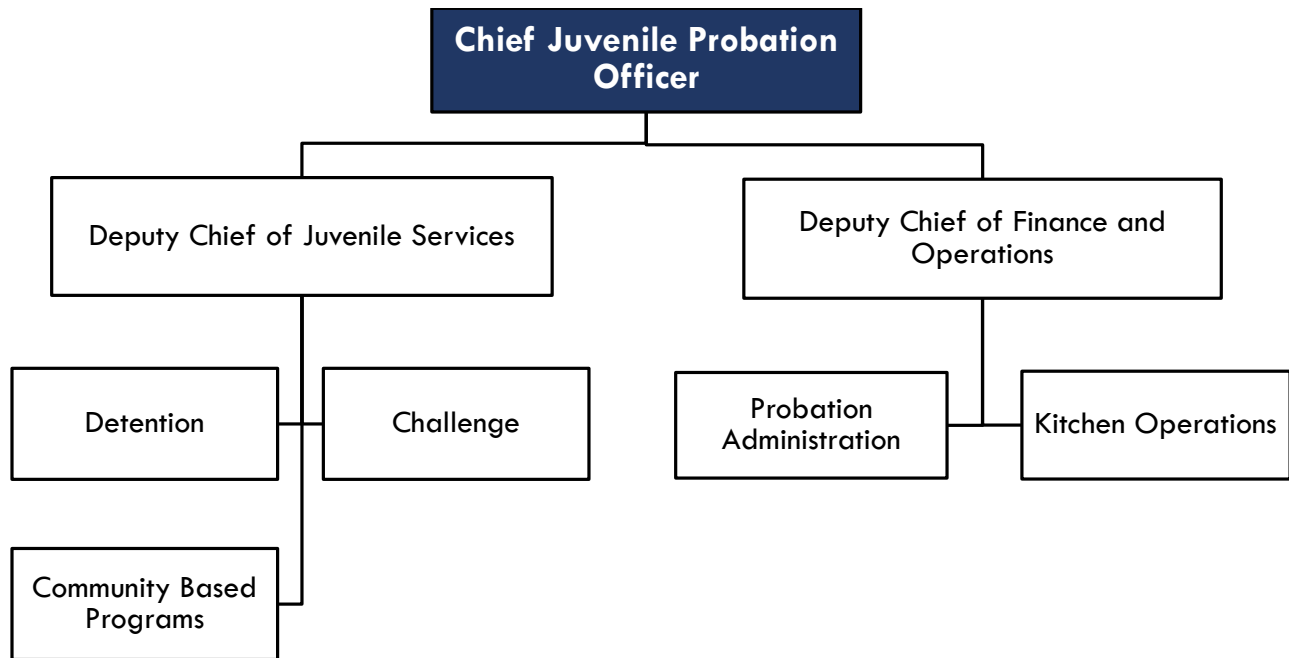
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

JUVENILE JUSTICE CENTER



MISSION STATEMENT

The Judge Enrique H. Pena Juvenile Justice Center in partnership with our community is committed to promoting public safety through a professional culture which holds youth accountable in a manner conducive to personal growth, development and dignity.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Juvenile Probation Department is governed by the El Paso 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 the due process afforded to them under the law while holding them responsible and accountable for their actions. Juveniles referred to the Department are processed by the Intake Unit. This unit conducts court investigations whereby intake officers receive, review and process all referrals to the Department by law enforcement agencies 24 hour a day. The unit also provides diversionary programs such as the Juvenile Court Conference Committees and Deferred Prosecution 180 Program. The Probation Field Services Unit monitors and ensures rehabilitative services are provided for juveniles placed on probation. This unit provides intensive level programming for juvenile repeat offenders and assists in the reintegration of juveniles back into the community after placement. The Special Programs Unit provides services related to the Special Needs Diversionary Program, Juvenile Justice Alternative Education Program and the Juvenile Drug Court Program. The Clinical Unit provides comprehensive clinical and therapeutic services to juvenile offenders in an effort to address mental and behavioral issues.

JUVENILE JUSTICE CENTER

The Juvenile Probation Department has identified six major service areas that will be part of the performance measures.

1. Intake
2. Probation, including intake and special programs
3. Community Based Programs
4. Clinical
5. Detention
6. Challenge Program

Services areas 1-4 (Intake, Probation, Special Programs and Clinical) are represented through the following accounts.

Juvenile Probation Administration

This account is the main source of funding for the department. This account is used for the basic operation of the facility, such as, employee's salary and fringe benefits, office supplies, operating expenditures, maintenance and repair, utilities, communication, mileage reimbursement, and travel.

Juvenile Probation Community Based

This account includes the salary and fringe benefits of Juvenile Probation Officers whose duties and responsibilities are associated with community based programs. Our efforts with the community based programs will ensure to hold youth accountable, giving victims a voice and maximizing resources as we implement an outcome based rehabilitative process.

Juvenile Probation Kitchen

This account includes the salary and fringe benefits of Kitchen staff and subsistence. The department is committed to serving nutritious and well balanced meals to the juveniles in Detention and the Challenge Academy.

Juvenile Probation Detainee

This fund is utilized to account for reimbursements received as a result of the detention of federal detainees and will be used to defray the overall operating cost of the facility.

Juvenile Probation Interest Revenue

This fund is utilized to account for the interest revenue generated from the Juvenile Probation Fund and will be used to defray the overall operating cost of the facility.

JUVENILE JUSTICE CENTER

Juvenile Probation Detention

This fund is utilized for the basic operation of the detention facility, such as, employee's salary and fringe benefits, office supplies, operating expenditures, maintenance and repair, and employee travel and training.

The Service area six (Challenge) is represented through the Juvenile Probation Challenge Account.

Juvenile Probation Challenge Academy

This fund is utilized for the basic operation of the Challenge Academy facility, such as, employee's salary and fringe benefits, office supplies, operating expenditures, maintenance and repair, communications, and employee travel and training.

The following is detailed description of the six Juvenile Probation Department service areas.

GOALS AND OBJECTIVES

Intake Unit

GOAL: Utilizing the principles of effective intervention, Intake works in partnership with law enforcement, County Attorneys Office, and the 65th District Court to process, assess and make appropriate recommendations for youth ages 10-17 pending a Class B Offense or higher.

OBJECTIVE: The Encouraging More Positive Opportunities With Empathy and Respect program (EMPOWER) aims to divert low risk youth with serious mental illness from the formal juvenile justice system through a restorative justice approach focusing on fast track accountability, empowerment of family and youth, and linkage to long term community supports.

OBJECTIVE: Deferred Prosecution 180 Program aims to divert low risk youth from the formal juvenile justice system through fast track identification and intervention, community restoration, and parental empowerment.

OBJECTIVE: Juvenile Court Conference Committee aims to empower low risk youth and their families through education, information of community and school based resources, and community restoration.

Probation Services

GOAL: In collaboration with community stakeholders, the Probation Services Unit provides supervision strategies and effective interventions to adjudicated youth to promote behavioral change and prevent recidivism.

OBJECTIVE: Level 3 Officers are responsible for conducting investigations of the juvenile and the family, making recommendations to the courts, and monitoring and supervising

JUVENILE JUSTICE CENTER

children ordered to probation. Level 3 Probation Officers have frequent contact with the juvenile and ensure that the families meet all court ordered requirements

OBJECTIVE: The Intensive Supervised Probation program provides an array of intensive services and supervision as an alternative to removing juvenile offenders from the community that require a high level of control and supervision, as well as, develop competencies in individual offenders with a history of mental, emotional, and/or behavioral health issues. The Intensive Supervised Program supervises all adjudicated Sex Offenders for the Department, ensuring adherence to counseling requirements and a higher level of supervision.

OBJECTIVE: The Serious Habitual Offender Comprehensive Action Program provides services to the small population of chronic and recidivist juvenile offenders committing serious/habitual crimes in our community.

OBJECTIVE: The purpose of the Aftercare program is to assist the family by providing services and skills training to better prepare the home for the juvenile's reintegration.

OBJECTIVE: The Crossover Program seeks to decriminalize dual system youth who are both adjudicated of delinquent conduct and in either temporary or permanent managing conservatorship with CPS.

OBJECTIVE: The Field Compliance/Home Detention Unit's purpose is to provide oversight and supervision of juveniles in the community in an effort to promote public safety and enhance rehabilitative efforts, as well as, ensure secure and safe transport of youth in secure confinement.

Special Programs

GOAL: The Special Programs unit provides high risk/needs youth and families with individualized strength based intervention and skills building services by promoting stability, recovery and educational achievement through collaborative community efforts empowering families to attain lifelong stability and success.

OBJECTIVE: Provides intensive supervision, outpatient substance abuse treatment, drug testing, judicial supervision and case management services to post-adjudicated substance dependent youth.

OBJECTIVE: Provides intensive mental health and supervision services to juvenile offenders with mental illness in order to prevent their removal from the home and placement in costly residential facilities and reduce their juvenile justice involvement through a coordinated mental health court.

JUVENILE JUSTICE CENTER

OBJECTIVE: Provide an instructional program that results in a level of student academic progress in the areas of reading and math.

Clinical Unit

GOAL: The Clinical Unit provides comprehensive clinical and therapeutic services to youthful offenders and juvenile justice involved families.

OBJECTIVE: Provide comprehensive clinical and therapeutic services to youthful offenders and juvenile justice involved families.

Detention Unit

GOAL: To remain a pre-adjudication secure facility.

OBJECTIVE: To provide a safe, caring and secure environment for the male and female juveniles.

Challenge Unit

GOAL: Strive to be more organized, efficient, and be more effective in changing our cadets negative behaviors, addictive habits, recidivism and be more cost-effective and sustainable.

OBJECTIVE: Utilize evidence based programs to assist youth in rehabilitation, behavior modification and community integration.

PERFORMANCE MEASURES

| | 2015 | 2016 | 2016 | 2017 |
|--|---------|--------|---------|--------|
| | Actuals | Target | Actuals | Target |
| Department Activity | | | | |
| Intake Programs - Total Youth Served | 745 | 790 | 634 | 815 |
| Probation Programs - Total Youth Served | 910 | 900 | 817 | 895 |
| Special Programs | | | | |
| Juvenile Drug Court Program - Youth Served | 32 | 30 | 33 | 30 |
| Special Needs Diversionary Program - Youth Served | 48 | 28 | 43 | 28 |
| Juvenile Justice Alternative Education Program - Youth | 37 | 37 | 24 | 24 |
| Clinical | | | | |
| Texas Tech Fellowship: | | | | |
| # of Psychiatric Evaluations completed by Psychiatrist | 28 | 40 | 33 | 25 |
| # of Psychiatric Evaluations completed by Fellows | 58 | 60 | 41 | 50 |
| # of Mental Status Evaluations completed by Psychiatrist | 2 | - | 4 | 5 |
| # of Mental Status Evaluations completed by Fellows | 105 | 5 | 8 | 5 |

JUVENILE JUSTICE CENTER

| | 2015 | 2016 | 2016 | 2017 |
|--|---------|--------|---------|--------|
| | Actuals | Target | Actuals | Target |
| Department Activity cont. | | | | |
| Clinical cont. | | | | |
| # of Psychiatric Counseling by Psychiatrist | 22 | 100 | 37 | 25 |
| # of Psychiatric Counseling by Fellows | 62 | 100 | 53 | 50 |
| # of Medication Checks completed by Fellows | 60 | 100 | 203 | 150 |
| # of Medication Checks completed by Fellows | 307 | 100 | 268 | 200 |
| Juvenile Probation Department: | | | | |
| # of Bio-Psychosocial Evaluation Completed by Clinician | N/A | 150 | 123 | 100 |
| # of Reassessments/Admission Determinations | N/A | 50 | 128 | 50 |
| # of Mental Status Examination Completed by Clinician | N/A | 50 | 53 | 50 |
| # of Counseling Sessions Clinician | N/A | 1,000 | | 1,000 |
| # of Sex Offenders Assessments | N/A | 10 | 9 | 10 |
| Counseling Sessions Licensed Sex Offender Treatment Provider | N/A | 500 | 339 | 500 |
| Youth Short Term Executive Plus - Emotion Regulation Groups- # of Youth Enrolled | 66 | 100 | 229 | 100 |
| Adult Parenting - # of Parents Enrolled Parenting with | 45 | 50 | 22 | 50 |
| Detention Youth Served | 1,283 | 1,500 | 1,206 | 1,500 |
| Challenge Youth Served | 62 | 70 | 50 | 70 |

Juvenile Probation Community Based

| Financial Trends | | | | |
|------------------|------------|------------|------------|----------|
| Character | 2015 | 2016 | 2017 | Percent |
| | Actuals | Budget | Budget | Change |
| Personnel | \$ 475,425 | \$ 374,337 | \$ 319,643 | (14.61%) |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 475,425 | \$ 374,337 | \$ 319,643 | (14.61%) |

JUVENILE JUSTICE CENTER

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 7 | 5 | 4 | (20.00%) |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 7 | 5 | 4 | (20.00%) |

Authorized Position Detail

| | | | |
|--------------------------|---|----------------------|---|
| Case Manager (JPD) | 1 | Prob. Officer Shocap | 2 |
| J.J.A.E.P. Administrator | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

Juvenile Probation Challenge Academy

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 2,625,263 | \$ 2,442,847 | \$ 2,754,558 | 12.76% |
| Operating | 215,199 | 226,960 | 219,468 | (3.30%) |
| Capital | 16,045 | | | - |
| Totals | \$ 2,856,507 | \$ 2,669,807 | \$ 2,974,026 | 11.39% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 48 | 47 | 47 | - |
| Part-Time Employees | 1 | 1 | 1 | - |
| Temporary Employees | | | | - |
| Totals | 49 | 48 | 48 | - |

JUVENILE JUSTICE CENTER

Authorized Position Detail

| | | | |
|---------------------------|----|----------------------------|---|
| Dir.Of Challenge | 1 | Secretary Challenge | 1 |
| Juv.Corr.Officer JPD | 35 | Sr. Corrections Officer Jp | 1 |
| Juv.Corr.Officer JPD (PR) | 1 | Team Leader Challenge | 6 |
| Prob. Officer Challenge | 3 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

Juvenile Probation Detainee

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 69,697 | \$ 120,000 | \$ 45,000 | (62.50%) |
| Capital | | | | - |
| Totals | \$ 69,697 | \$ 120,000 | \$ 45,000 | (62.50%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | _____ | | | |

Authorized Position Detail

Not Applicable

JUVENILE JUSTICE CENTER

Juvenile Probation Detention

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 2,515,382 | \$ 2,605,672 | \$ 2,960,327 | 13.61% |
| Operating | 251,724 | 281,650 | 250,150 | (11.18%) |
| Capital | 22,451 | 28,000 | | (100.00%) |
| Totals | <u>\$ 2,789,557</u> | <u>\$ 2,915,322</u> | <u>\$ 3,210,477</u> | 10.12% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 50 | 52 | 52 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>50</u> | <u>52</u> | <u>52</u> | - |

Authorized Position Detail

| | | | |
|---------------------------|----|-------------------------|---|
| Detention Admin.Assist.Jp | 1 | Juv.Det.Team Ldr. | 6 |
| Dir Det&Support Svc (Jp) | 1 | Sr. Juv. Detention Off. | 1 |
| Juv.Det. Officer | 43 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

Juvenile Probation Interest

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|------------------|------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 1,957 | \$ 40,450 | \$ 20,000 | (50.56%) |
| Capital | | | | - |
| Totals | <u>\$ 1,957</u> | <u>\$ 40,450</u> | <u>\$ 20,000</u> | (50.56%) |

JUVENILE JUSTICE CENTER

Staffing Trends

| | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|---------------|----------------|---------------|-------------------|
| Authorized Positions | | | | |
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

Juvenile Probation Kitchen

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|--|------------------------|------------------------|---------------------------|
| Personnel | \$ 270,335 | \$ 403,631 | \$ 407,411 | 0.94% |
| Operating | 231,243 | 240,500 | 244,121 | 1.51% |
| Capital | | 15,000 | | (100.00%) |
| Totals | \$ 501,578 \$ 659,131 \$ 651,532 | | | (1.15%) |

Staffing Trends

| | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|---|---------------|---------------|-------------------|
| Authorized Positions | | | | |
| Full-Time Employees | 8 | 8 | 8 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 8 8 8 | | | - |

Authorized Position Detail

| | | | |
|--------------|---|---------------|---|
| Cook I JPD | 6 | Cook III J.P. | 1 |
| Cook II J.P. | 1 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

JUVENILE JUSTICE CENTER

Juvenile Probation Administration

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 5,306,039 | \$ 5,605,910 | \$ 6,357,842 | 13.41% |
| Operating | 950,084 | 1,226,926 | 991,500 | (19.19%) |
| Capital | 84,654 | 132,000 | 214,724 | 62.67% |
| Totals | <u>\$ 6,340,777</u> | <u>\$ 6,964,836</u> | <u>\$ 7,564,066</u> | 8.60% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 70 | 82 | 95 | 15.85% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>70</u> | <u>82</u> | <u>95</u> | 15.85% |

JUVENILE JUSTICE CENTER

| Authorized Position Detail | | | |
|-----------------------------|---|----------------------------------|----|
| Accting.Clerk I (JP) | 4 | Drug/Model Cr. Coord. | 1 |
| Accting.Clerk II (JP) | 1 | FCO Technician | 1 |
| Administrative Asst. | 1 | FCO - Unit Coordinator | 1 |
| Admin. Secretary | 1 | Field Compl. Officer | 4 |
| Bldg. Engineer (JP) | 1 | General Counsel | 1 |
| Chief Juv. Probation Off. | 1 | Exec.Asst | 1 |
| Clinical Services Dir. | 1 | Info. Syst. & Rec. Spec. | 1 |
| Comm.Serv.Tech. (JPD) | 2 | Juvenile Justice Data Analyst | 1 |
| Computer Support Spec. | 1 | Maint. Assistant | 3 |
| Contract Coordinator | 1 | Maint.Tech. Jpd | 2 |
| Counselor (JPD) | 7 | Probation Officer | 24 |
| Court Interpreter | 1 | Receptionist | 1 |
| Custodian | 3 | Secretary JPD | 11 |
| Data Entry Clk. JPD | 1 | Senior Accountant | 1 |
| Deputy Chief/Finan.&Opera | 1 | Senior Prog./Analyst | 1 |
| Deputy Chief Of Juv.Svcs. | 1 | Software Developer - Interm | 1 |
| Dir. Of Financial Serv. | 1 | Senior Prob. Officer field/court | 1 |
| Dir. Of Info. Tech. & Rec | 1 | Sr.Prob.Officer Intake | 2 |
| Dir.Of Intake/Ct.Services | 1 | Team Leader-Comm. Engag. | 1 |
| Drug/Model Court Coord. | 1 | Training Officer | 1 |
| Director of Special Program | 1 | Training Technician | 1 |
| Diversiory Prog. Coord. | 1 | Training/Compliance Coord | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

SHERIFF MAINTENANCE OPERATIONS

SHERIFF FACILITY MAINTENANCE

Sheriff Facility Maintenance is a function of the Maintenance Operations division under the Public Works Department. The Department organizational chart and mission statement is reflected under the Public Works Department detailed in the “General Government” section.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The County has taken additional steps towards consolidating all maintenance operations under the Public Works Department. As of Fiscal Year 2016, this included transition of all Sheriff facilities maintenance functions to the Public Works Department. Included in the transition was the maintenance of the two jails and the Sheriff headquarters building. This also resulted in the creation of three new accounts to better track maintenance expenses. They are: Pub. Works SO Detention Maint, Pub. Works SO HQ Substation Maint and Pub. Works SO Jail Annex Maint.

GOALS AND OBJECTIVES

GOAL: Maintain a safe environment for inmates and employees at all times at the Downtown Detention Center, Jail Annex, and Sheriff’s Headquarters, and conduct preventive maintenance on facilities and equipment as necessary.

OBJECTIVE: Insure inspection ready status of all facilities according to the Texas Commission on Jail Standards, federal and health inspection regulations, maintain equipment to optimal performance standards, reduce wait time on work orders, and implement timely completion of maintenance projects.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity Reported under Public Works in the “General Government” section | | | | |

Financial Trends

| | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | \$ 1,872,767 | \$ 1,856,305 | (0.88%) |
| Operating | | 986,119 | 1,068,077 | 8.31% |
| Capital | | | | - |
| Totals | \$ - | \$ 2,858,886 | \$ 2,924,382 | 2.29% |

SHERIFF MAINTENANCE OPERATIONS

Staffing Trends

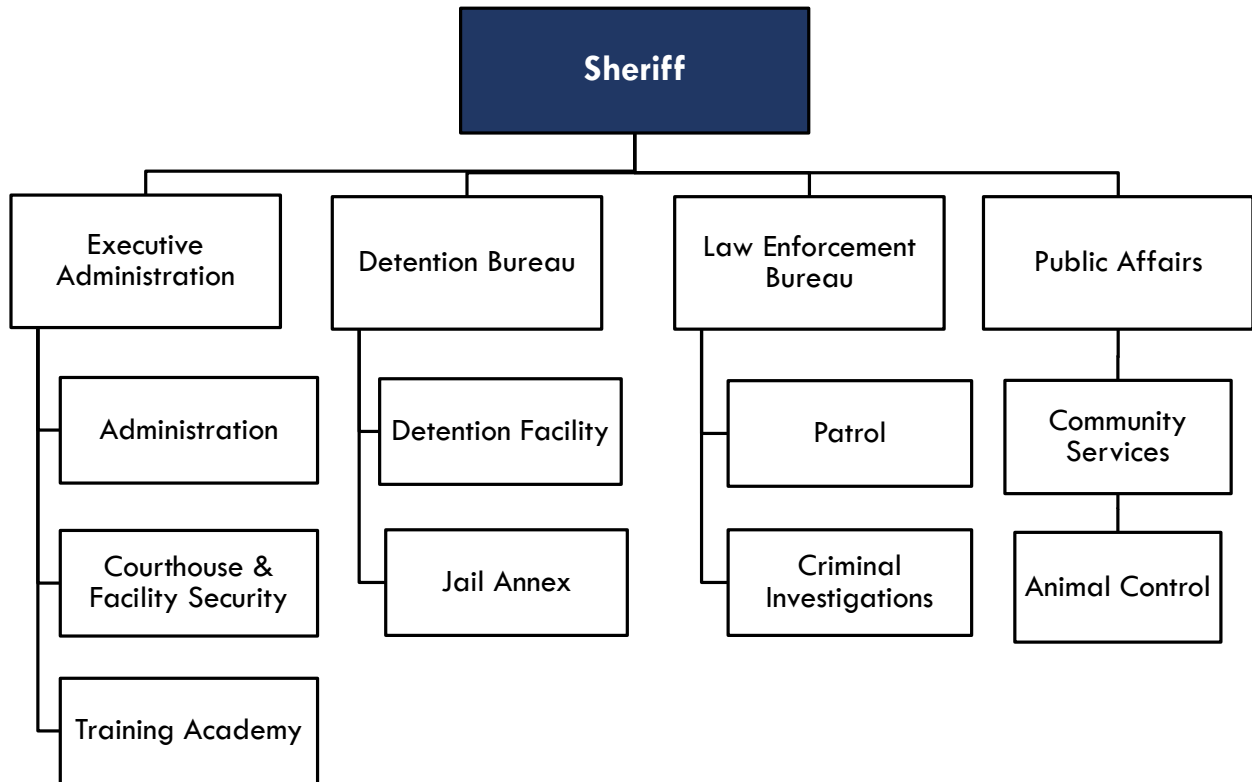
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | 30 | 30 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | - | 30 | 30 | - |

Authorized Position Detail

| | | | |
|-----------------------------------|---|----------------------------|----|
| Admin. Asst. Intermediate | 1 | Facilities Superintendent | 2 |
| Facilities Main Mech, Sr-Electron | 1 | Facilities Maint Mech, Int | 1 |
| Facilities Main Mech, Sr-Electric | 2 | Fac Main Mech, Sr-Plumber | 1 |
| Facilities Main Mech, Sr-HVAC | 2 | Fac Main Mech | 18 |
| PW Special Fac Main Mgr | 1 | Office Specialist, Intern | 1 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

SHERIFF



MISSION STATEMENT

The El Paso County Sheriff's Office, as part of, and empowered by the community, is committed to:

- Protect lives, property and the rights of the people;
- Maintain order;
- Enforce the law impartially;
- 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. The El Paso County Sheriff's Office values the public trust and will honestly and ethically carry out our responsibilities. We will adhere to the Constitution of the United States and the State of Texas in pursuit of community service. We will investigate and respond appropriately to all allegations of impropriety.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

Sheriff – Training Academy

The El Paso County Sheriff's Office Region VIII Training Academy is responsible for providing training for our Law Enforcement, Corrections, Dispatchers, and Civilian personnel. In addition, we

SHERIFF

provide Texas Commission on Law Enforcement training for local Law Enforcement agencies to include Constables, Bailiff's, County Attorney/District Attorney Investigators, Probation and Parole officers, local School District Police Officers, Socorro PD, Clint PD, Horizon PD, Anthony PD, EPISD PD, EPCC PD, EPPD, Texas Tech PD, DPS, TABC, Texas Parks and Wildlife, Rogelio Sanchez State Prison, as well as all Law Enforcement Officers in our Five County Region of West Texas.

Sheriff – Criminal Investigation

The Criminal Investigations Division is responsible for the initiation and follow-up investigation of crimes committed in the unincorporated areas of El Paso County. The Criminal Investigations Division consists of 6 sections and 3 Units. The six sections are; Crimes against Persons, Crimes against Property, Crime Records, Evidence, and Forensic Section (CREFS), Civil Process, High Intensity Drug Trafficking Area (HIDTA), and the Border Crime Initiative. The three units are the Crime Victims Unit, Abandoned Auto Unit and the Registered Sex Offender Unit. The Crimes against Persons and Crimes against Property Sections are primarily in charge of conducting criminal investigations on criminal incidents that occur or are reported by citizens in El Paso County. They are also responsible for case presentations to the Prosecutors office for criminal prosecution. The Sergeants in those functions review and assign criminal reports by utilizing the I-Leads/Records Management System, Case Management Module. The Crime Records, Evidence and Forensics Section responds to crime scenes within El Paso County to assist deputies in the collection and preservation of evidence. The CREFS section also tracks all evidence collected, creates supplement reports and generates UCR numbers using the Incident and Property modules. They are used to accurately report the number of arrests, indictments, cases cleared, property seized or recovered, number of warrants executed and search warrants executed.

The Civil Process Section is responsible for facilitating the Civil Legal process generated through the Thirty-Two District and County courts within El Paso County. The section also executes writs which require taking possession of property pending a final judgment in a civil suit or disposing of such property in accordance with the final judgment. The Civil Process Section also executes civil process from other State courts throughout the United States. The Abandoned Auto Unit is responsible for processing and storing all vehicles turned in as evidence for crimes and for storing abandoned vehicles. The Abandoned Auto Unit also conducts auctions for certain vehicles stored in the Sheriff' impound lot. The Crime Victim Services Unit assists victims of crime with numerous referrals, resources, and services available to crime victims. The services range from providing referrals to counseling and social services to financial assistance through the Texas Crime Victims Compensation Program. The Registered Sex Offender Unit registers and monitors sex offenders released into our community.

Sheriff – CID/Narcotics

The BCI section consists of multiple law enforcement agencies working together and combining resources to impact crime in the narcotics smuggling corridors in the area. The section jointly conducts drug investigations to identify criminal elements involved in the sale and importation of drugs into

SHERIFF

and through the El Paso area. BCI personnel conduct various types of covert investigations and collaborate with Federal, State & local agencies which include the F.B.I., D.E.A., H.S.I., and C.B.P. BCI's legal staff is responsible for the successful prosecution of drug cases and pursuing the forfeiture of assets and proceeds derived from involvement in illicit activities. The section also processes form DAG 71 regarding the Equitable Sharing Program. A percentage of these funds were returned to the Sheriff's Office and used to purchase all of the specialized equipment at no impact on the annual budget or expense to taxpayers. The BCI section shall continue to build criminal cases through the use of information provided by our citizens, tips through the Sheriff's tip line, and the usage of informants.

Sheriff - Detention

The El Paso County Sheriff is the Chief Law Enforcement Officer of the County and is responsible for leading the organization and properly managing resources for the custodial care of incarcerated individuals. The Sheriff appoints a Jail Assistant Chief to supervise, direct, and control the daily operation of the 1010 bed capacity Detention Facility. The Detention Facility operates 24 hours per day, 365 days per year and administers services in accordance to the Texas Commission on Jail Standards.

Sheriff – Jail Annex

The El Paso County Sheriff is the Chief Law Enforcement Officers of the County and responsible for leading the organization and properly managing resources for the custodial care of incarcerated individuals. The Sheriff appoints a Jail Assistant chief to supervise, direct, and control the daily operation of the 1440 bed capacity Jail Annex. The annex operates 24 hours per day, 365 days per year and administers services in accordance to the Texas Commission on Jail Standards.

Sheriff – Law Enforcement

The El Paso County Sheriff is the Chief Law Enforcement Officers of the County and responsible for leading the organization and properly managing resources. A critical function of the El Paso County Sheriff's Office is that of the Internal Affairs Division. The section is tasked with maintaining the integrity and values of the Office by conducting fair and objective investigations of any violation of Policies and Procedures and misconduct.

Another important aspect is the Community Service function. This section is actively involved in crime prevention within our community. It thrives to maintain a good relationship with the community we serve, by insuring that crime prevention concerns are addressed.

Sheriff - Patrol

The El Paso County Sheriff Richard D. Wiles is the chief law enforcement officer of the county. He is responsible for leading the organization and properly managing resources for the citizens of El

SHERIFF

Paso County. The Sheriff appoints a Chief Deputy who oversees the various components of all Law Enforcement Services. The Sheriff further appoints a Commander to supervise, direct, and control the daily operations of the Patrol Division which includes the Special Operations Division, East Montana Patrol Station, Clint Patrol Station and the Northwest Patrol Station. The Patrol Division administers services in accordance with the Texas Code of Criminal Procedures, Texas Penal Code, Texas Commission on Law Enforcement and all other applicable laws. Administration provides leadership and direction to operational and support units to effectively and efficiently achieve the mission and objectives of the Sheriff's Office.

Sheriff – Courthouse Security

The role of the Courthouse Security Detail is to provide a safe and secure environment in the El Paso County Courthouse and the Juvenile Probation Department. This will be accomplished by screening all persons and their belongings, entering the facilities to minimize the opportunity for weapons or dangerous items inside (73.1.1 a). The personnel assigned are responsible for responding to all emergencies that occur within both facilities to insure that staff and visitors there are protected from danger.

GOALS AND OBJECTIVES

Sheriff – Training Academy

GOAL: To provide the best training and education to law enforcement/corrections and civilian personnel.

OBJECTIVE: To provide the highest quality training that accentuates the growth and development of every officer.

Sheriff – Criminal Investigation Unit

GOAL: To commit to serve the citizens of El Paso County by providing all necessary investigative resources and civil process services in resolving their criminal/civil complaints with judicial justice.

OBJECTIVE: To seek out the latest best practices in Criminal Investigations and seeks to acquire the latest in technology to enhance our investigative techniques.

OBJECTIVE: To seek improve the services of civil documents with continual in-service training and the efficient use of resources and staffing.

Sheriff – CID/Narcotics

GOAL: The section's main objective is to dismantle criminal organizations and gangs that deal in drug or human trafficking, violent crimes, or money laundering and identify targets

SHERIFF

that may pose a threat to national security educate the public and strengthen ties with the community.

OBJECTIVE: To maintain compliance with the Texas Commission on Jail Standards

OBJECTIVE: To reduce the number of Inmates placed in Administrative Segregation as compared to last year

OBJECTIVE: To efficiently operate and staff our facility and seek out best practices in corrections to gain efficiencies

OBJECTIVE: To efficiently integrate the new Medical and Mental Health service providers seamlessly into our jail operations.

OBJECTIVE: To reduce the number of work related injuries to staff as compared to the previous year. This will be accomplished through training and an emphasis on work environment awareness.

Sheriff – Law Enforcement

GOAL: Commit 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.

OBJECTIVE: To maintain the trust and respect of the citizens of El Paso County by conducting impartial investigations of complaints.

OBJECTIVE: To maintain a good relationship with the community we serve, by insuring all concerns are addressed.

Sheriff – Courthouse Security

GOAL: Commit to protecting lives, property and the rights of all people, maintaining order, enforcing the law impartially, and providing quality police service in partnership with other members of the community.

OBJECTIVE: To ensure that all alarm and screening systems in the County Courthouse and Juvenile Probation Department are fully functional and properly utilized at all times by conducting inspections regularly.

OBJECTIVE: Maintain response times for emergencies on weekends within the Courthouse and the Juvenile Probation Department at no more than 30 minutes.

OBJECTIVE: Maintain a response time for emergencies during normal working hours at no more than 2 minutes.

SHERIFF

Sheriff - Academy Training

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Workload Indicators | | | | |
| Total Peace Officers trained | 4,618 | 8,100 | 4,025 | 5,000 |
| Total Detention Officers trained | 1,710 | 6,600 | 1,580 | 4,900 |
| Total Civilians trained | 1,581 | 4,700 | 1,877 | 2,000 |
| Total Courses offered | 814 | 1,500 | 30 | 750 |
| Total Contact hours | 100,715 | 152,730 | 34 | 100,000 |
| Efficiency Indicators | | | | |
| Total Courses offered | 814 | 814 | 594 | 750 |
| Total Contact hours | 100,715 | 100,715 | 95,235 | 100,000 |
| Total Peace Officer Certifications | 25 | 25 | 30 | 40 |
| Total Detention Officer Certifications | 22 | 22 | 34 | 80 |
| Effectiveness Indicators | | | | |
| TCOLE citation for non-compliance | - | - | - | - |
| TCJS citation for non-compliance | - | - | - | - |
| CALEA PSTAA/CALEA Compliance Standards | 484 | 484 | 484 | 484 |

JUDGING SUCCESS

One of the county's goals is: **Professional, Effective County Organization**. The Sheriff's department strives to increase training hours to ensure their officers continue to serve the general public in a professional manner.

Sheriff – Academy Training

| Financial Trends | | | | |
|------------------|-------------------|-------------------|-------------------|-------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | \$ 460,574 | \$ 543,381 | \$ 562,761 | 3.57% |
| Operating | 196,868 | 100,422 | 148,975 | 48.35% |
| Capital | | 49,927 | | (100.00%) |
| Totals | <u>\$ 657,442</u> | <u>\$ 693,730</u> | <u>\$ 711,736</u> | 2.60% |

SHERIFF

Staffing Trends

| | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|---------------|---------------|---------------|-------------------|
| Authorized Positions | | | | |
| Full-Time Employees | 5 | 6 | 6 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 5 | 6 | 6 | - |

Authorized Position Detail

| | | | |
|-------------------------------|---|----------------------|---|
| Admin. Assistant Intermediate | 1 | Detention Lieutenant | 1 |
| Deputy Sherriff | 2 | Detention Officer | 2 |

*Refer to Appendix A for detail on personnel changes for this Department.

Sheriff – Criminal Investigation Division

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Cases Received | 5,911 | | 5,480 | 5,700 |
| Crime Victim Cases Referred | 2,537 | | 2,447 | 2,200 |
| Writs of Execution | 549 | | 762 | 620 |
| Citation | 17,332 | | 20,485 | 12,600 |
| Foreign Citations | 1,704 | | 1,637 | 1,200 |
| Subpoenas | 16,806 | | 18,421 | 18,500 |
| Citizen Complaints | - | | - | - |
| Outcomes: | | | | |
| Cases Screened | 1,475 | | 1,479 | 1,500 |
| Cases Assigned | 4,436 | | 4,013 | 4,100 |
| Cases Presented to District Attorney | 726 | | 955 | 700 |
| Citizen Complaints from Cases Received | - | | - | - |
| Crime Victim Personal Advocacy | 1,096 | | 1,238 | 1,000 |
| Crime Victim Crisis Counseling | 87 | | 264 | 85 |
| Number of Writs Served | 434 | | 949 | 500 |
| Number of Citations Served | 12,955 | | 14,670 | 10,500 |
| Number of Foreign Citations Served | 1,061 | | 1,064 | 700 |
| Number of Subpoenas Served | 7,879 | | 7,995 | 10,500 |
| Number of Citizen Complaints | - | | - | - |

SHERIFF

Sheriff – CID/Narcotics

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Number of Reports Generated | 476 | 476 | 606 | 514 |
| Cases Assigned | 476 | 476 | 595 | 514 |
| Indictments | 158 | 158 | 128 | 161 |
| Outcomes: | | | | |
| Percent of Arrests Generated from Reports Filed | 88.30% | 88.30% | 75.08% | 94.70% |
| Percent of Criminal Charges Filed from Assigned Cases | 93.70% | 93.70% | 98.99% | 97.20% |
| Percent of Indictments Resulted in Convictions | 70.80% | 70.80% | 84.37% | 76.90% |

Sheriff – CID Enforcement/Sheriff BCI/Sheriff - Warrants

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 8,399,105 | \$ 9,613,088 | \$ 9,545,522 | (0.70%) |
| Operating | 37,665 | 97,112 | 104,481 | 7.59% |
| Capital | | 10,584 | | (100.00%) |
| Totals | \$ 8,436,770 | \$ 9,720,784 | \$ 9,650,003 | (0.73%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 81 | 99 | 101 | 2.02% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 81 | 99 | 101 | 2.02% |

SHERIFF

| Authorized Position Detail | | |
|---------------------------------|-----------------------------|----|
| Account Clerk | 1 Deputy Sheriff | 25 |
| Admin Coordinator | 1 Detective | 27 |
| Admin. Assistant, Senior | 1 Detention Officer | 2 |
| Admin. Asst. Intermediate | 1 Latent Print Examiner | 3 |
| Civ. Evidence Custodian, Intern | 1 Lieutenant | 3 |
| Civilian Evidence Clerk | 2 Office Specialist | 10 |
| Commander | 1 Office Specialist, Intern | 7 |
| Crime Scene Investigator | 5 Office Supervisor | 2 |
| Crime Scene Unit Supervis | 1 Sergeant | 6 |
| Crime Victims Spec.(So) | 1 TDCJ Coord. Clerk | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

Sheriff- Detention

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Total Number of Inmates Booked | 29,814 | 29,814 | 25,379 | 28,000 |
| Total Number of Inmates Released | 31,829 | 31,829 | 22,761 | 26,000 |
| Total Avg. Daily Population Housed at Facility | 933 | 933 | 865 | 875 |
| Authorized Bed Capacity | 1,010 | 1,010 | 1,010 | 1,010 |
| Grievances Investigated | 100 | 100 | 310 | 150 |
| Overtime Hours | 32,280 | 32,280 | 3,305 | 3,500 |
| Inmates Transported to Court | 20,989 | 20,289 | 22,027 | 22,000 |
| Inmates Transported to Medical Appointments | 655 | 655 | 385 | 400 |
| Inmates Transported to TDCJ & State Hospitals | 283 | 283 | 233 | 250 |
| Total Inmate Transport | 21,927 | 21,927 | 22,645 | 22,650 |
| Meals Served | 1,186,354 | 1,186,354 | 1,195,500 | 1,100,000 |
| Inmate on Inmate Assaults | 66 | 66 | 54 | 50 |
| Average Time Inmates Released on Bond | - | - | 5.15 Hours | 3.5 Hours |

SHERIFF

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The salary accounts were adjusted to meet full year staffing needs for FY17. During the FY16 budget hearings, Commissioners Court approved an allocation (6204) to all departments to cover small equipment needs. Various operating accounts were decreased due to the possibility of transferring inmates and officers for about four months (June, July, August, September) from the Sheriff Detention facility to the Sheriff-Jail Annex facility. Additionally the cost of medical services contract was moved from the General Government Admin account back into each respective jail.

Sheriff - Detention Facility

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|----------------------|---------------------|-------------------|
| Personnel | \$30,762,507 | \$ 28,361,037 | \$29,154,358 | 2.80% |
| Operating | 6,843,183 | 2,505,133 | 5,793,975 | 131.28% |
| Capital | | 21,591 | | (100.00%) |
| Totals | <u>\$37,605,690</u> | <u>\$ 30,887,761</u> | <u>\$34,948,333</u> | 13.15% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 377 | 362 | 361 | (0.28%) |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>377</u> | <u>362</u> | <u>361</u> | (0.28%) |

Authorized Position Detail

| | | | |
|---------------------------|-----|-----------------------------|----|
| Account Clerk | 5 | Detention Sergeant | 11 |
| Accounting Supervisor | 1 | Floor Control Officer | 47 |
| Admin. Assist., Senior | 1 | Food Service Baker | 1 |
| Admin, Asst. Intermediate | 1 | Food Service Cook | 6 |
| Assistant Chief | 1 | Food Service Leader | 2 |
| B.I.T. Manager | 1 | Food Service Manager | 1 |
| Computer Support Spec. | 1 | Invent. Control Clk. Senior | 1 |
| Detention Lieutenant | 3 | Office Specialist | 2 |
| Detention Officer | 270 | Office Specialist, Interm. | 6 |

*Refer to Appendix A for detail on personnel changes for this Department.

SHERIFF

Sheriff - Jail Annex

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Total Number of Inmates Booked | 794 | 794 | 2,705 | 1,400 |
| Total Number of Inmates Released | 6,661 | 6,661 | 9,116 | 4,300 |
| Total Average Daily Population Housed | 1,326 | 1,326 | 14,969 | 1,330 |
| Authorized Bed Capacity ** | 1,440 | 1,440 | 1,440 | 1,872** |
| Grievances Investigated | 294 | 294 | 281 | 110 |
| Overtime Hours | 2,416 | 2,416 | 4,039 | 800 |
| Total Inmates Transported (Court, Medical Appt. etc.) | 22,332 | 22,332 | 30,040 | 15,000 |
| Meals Served | 1,643,334 | 1,643,334 | 1,560,612 | 2,033,452 |
| Inmate on Inmate Assaults | 76 | 76 | 60 | 40 |
| Average Time Inmates Released on Bond *** | - | - | 4.49 Hours | 3.96 Hours |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The salary accounts were adjusted to meet full year staffing needs for FY17. During the FY16 budget hearings, Commissioners Court approved an allocation (6204) to all departments to cover small equipment needs. Various salary and operating accounts were decreased due to the possibility of transferring inmates and officers for about four months (June, July, August, September) from the Sheriff Detention facility to the Sheriff-Jail Annex facility. Additionally the cost of medical services contract was moved from the General Government Admin account back into each respective jail.

Sheriff – Jail Annex

| Financial Trends | | | | |
|------------------|-----------------|----------------|----------------|-------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | \$ 27,328,106 | \$ 24,637,432 | \$ 25,085,467 | 1.82% |
| Operating | 7,180,301 | 3,631,193 | 7,295,565 | 100.91% |
| Capital | | | | - |
| Totals | \$ 34,508,407 | \$ 28,268,625 | \$ 32,381,032 | 14.55% |

SHERIFF

Staffing Trends

| | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Authorized Positions | | | | |
| Full-Time Employees | 342 | 315 | 314 | (0.32%) |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 342 | 315 | 314 | (0.32%) |

Authorized Position Detail

| | | | |
|---------------------------|-----|---------------------------------|---|
| Admin. Assistant, Senior | 1 | Food Service Baker | 2 |
| Admin, Assistant, Interm. | 1 | Food Service Cook | 6 |
| Assistatn Chief | 1 | Food Service Leader | 2 |
| Detention Lieutenant | 4 | Food Service Manager | 1 |
| Detention Officer | 236 | Invent. Control Clk., Senior | 1 |
| Detention Sergeant | 10 | Office Specialist | 1 |
| Floor Control Officer | 41 | Office Specialist, Inerm. | 7 |

*Refer to Appendix A for detail on personnel changes for this Department.

Sheriff- Law Enforcement

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Citizen Complaints Dispositions | | | | |
| Sustained | 3 | N/A | 11 | N/A |
| Not Sustained | 11 | N/A | 16 | N/A |
| Unfounded | 6 | N/A | 4 | N/A |
| Division Level | 2 | N/A | 0 | N/A |
| No Further Action | 1 | N/A | 2 | N/A |
| Internal Complaints Dispositions | | | | |
| Sustained | 112 | N/A | 130 | N/A |
| Not Sustained | 67 | N/A | 54 | N/A |
| Unfounded | 17 | N/A | 8 | N/A |
| Division Level | 47 | N/A | 0 | N/A |
| No Further Action | 22 | N/A | 15 | N/A |

SHERIFF

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The salary accounts were adjusted to meet full year staffing needs for FY17. The Operating Expenses (6201) line item was increased to cover the rise in price of printer cartridges, Texas law books, UPS shipments. During the FY16 budget hearings, Commissioners Court approved an allocation (6204) to all departments to cover small equipment needs. The vehicle operating (6291) was increased to cover any possibly rise in fuel costs. As per the recommendation of the Fleet Management Department, the overall Maint/Repair-Auto account was reduced.

Sheriff – Law Enforcement

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 5,893,394 | \$ 5,683,679 | \$ 5,731,222 | 0.84% |
| Operating | 1,469,484 | 1,823,522 | 1,695,362 | (7.03%) |
| Capital | | 829 | | (100.00%) |
| Totals | <u>\$ 7,362,878</u> | <u>\$ 7,508,030</u> | <u>\$ 7,426,584</u> | (1.08%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 68 | 67 | 67 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>68</u> | <u>67</u> | <u>67</u> | - |

Authorized Position Detail

| | | | |
|------------------------------|----|------------------------------|---|
| Account Clerk | 3 | Executive Adm. Assistant | 1 |
| Admin. Assistant, Senior | 3 | Executive Adm. Officer | 1 |
| Administrative Assistant | 1 | Invent. Control Clk., Senior | 3 |
| Budget Operations Manager | 1 | Lieutenant | 1 |
| Chief Deputy Sheriff | 2 | Mechanic | 6 |
| Civ. Com. Spec. Manager | 1 | Mechanic Foreman | 1 |
| Civilian Comm. Specialist | 7 | Office Manager | 1 |
| Civln. Comm. Spec. - trainee | 5 | Office Specialist | 1 |
| Civln. Comm. Spec/Shift SPV | 4 | Office Specialist, Interm. | 1 |
| Commander | 1 | Payroll Specialist | 1 |
| Deputy Sheriff | 10 | Public Affairs Director | 1 |
| Detective | 4 | Public relations Spec. | 1 |
| Detention Lieutenant | 1 | Sergeant | 3 |
| Detention Sergeant | 1 | Sheriff | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

SHERIFF

Sheriff- Patrol

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Calls for Service | 122,090 | 122,090 | 148,935 | 119,000 |
| Reports Submitted | 8,236 | 8,236 | 8,759 | 7,500 |
| Class "C" Citations | 669 | 669 | 285 | 650 |
| Traffic Citations | 22,986 | 22,986 | 24,924 | 24,500 |
| Felony Arrests | 834 | 834 | 842 | 1,000 |
| Misdemeanor Arrests | 2,303 | 2,303 | 3,685 | 2,600 |
| Referrals | 441 | 441 | 386 | 550 |
| Vehicle Impounds | 507 | 507 | 527 | 650 |
| Curfew Violations | 32 | 32 | 310 | 100 |
| Traffic Stops | 35,609 | 35,609 | 57,625 | 45,000 |
| Warrants - Felony | 967 | 967 | 989 | 1,200 |
| Warrants – Misdemeanor | 3,804 | 3,804 | 3,785 | 4,100 |
| Overtime Hours | 1,062 | 1,062 | 7,869 | 1,000 |

Sheriff - Patrol

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|----------------------|----------------------|----------------------|-------------------|
| Personnel | \$ 13,305,349 | \$ 14,217,918 | \$ 14,360,737 | 1.00% |
| Operating | 463,984 | 581,883 | 615,543 | 5.78% |
| Capital | | 43,314 | | (100.00%) |
| Totals | <u>\$ 13,769,333</u> | <u>\$ 14,843,115</u> | <u>\$ 14,976,280</u> | 0.90% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 146 | 147 | 147 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>146</u> | <u>147</u> | <u>147</u> | - |

Authorized Position Detail

| | | | |
|--------------------------|-----|-------------------|----|
| Admin. Assistant, Senior | 1 | Lieutenant | 4 |
| Commander | 1 | Office Specialist | 3 |
| Deputy Sheriff | 123 | Sergeant | 15 |

*Refer to Appendix A for detail on personnel changes for this Department.

SHERIFF

Courthouse Security

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|-------------------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Number of persons screened | 1,315,656 | 1,315,656 | 936,958 | 1,200,000 |
| Number of door alarms | 282 | 282 | 240 | 200 |
| Number of fire/smoke alarms | 17 | 17 | 14 | 8 |
| Number of weapons confiscated | 8765 | 8,765 | 6,740 | 7200 |
| Number of distress/panic alarms | 41 | 41 | 26 | 25 |
| Number of bomb threats | 0 | 0 | 0 | 0 |
| Response times during working hours | 2 min. | 2 min. | 3 min | 3 min. |
| Response times during weekends | 30 min. | 30 min. | 30 min | 30 min. |
| Calls for service | 8190 | 8,190 | 6,792 | 7000 |
| Citations | 7 | 7 | 5 | 15 |
| Misdemeanor Reports | 25 | 25 | 22 | 25 |
| Felony Reports | 9 | 9 | 4 | 9 |
| Information Reports | 33 | 33 | 53 | 40 |
| Felony Arrests | 120 | 120 | 134 | 130 |
| Misdemeanor Arrests | 137 | 137 | 52 | 125 |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The salary accounts were adjusted to meet the full year staffing needs for FY17. During FY16 Budget Hearings, Commissioners Court approved an allocation to all departments to cover small equipment needs. Additionally, the Maint/Repair-GEN line item was increased to cover various repairs needed.

Courthouse Security

| Financial Trends | | | | |
|------------------|---------------------|---------------------|---------------------|-------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | \$ 1,690,766 | \$ 1,136,094 | \$ 1,130,231 | (0.52%) |
| Operating | 22,796 | 31,671 | 93,987 | 196.76% |
| Capital | | | | - |
| Totals | <u>\$ 1,713,562</u> | <u>\$ 1,167,765</u> | <u>\$ 1,224,218</u> | 4.83% |

SHERIFF

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 15 | 16 | 16 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 15 | 16 | 16 | - |

Authorized Position Detail

| | | | |
|------------------------|----|------------|---|
| Cthse.Security Officer | 10 | Lieutenant | 1 |
| Deputy Sheriff | 5 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

Bail Bond Board

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | | | | - |
| Operating | \$ 1,550 | \$ 3,000 | \$ 2,950 | (1.67%) |
| Capital | | | | - |
| Totals | \$ 1,550 | \$ 3,000 | \$ 2,950 | (1.67%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | - |
| Part-Time Employees | | Not Applicable | | - |
| Temporary Employees | | | | - |
| Totals | | | | - |

Authorized Position Detail

Not Applicable

SHERIFF

Sheriff's Auctions Proceeds GF

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the FY16 budget hearings, Commissioners Court approved an allocation that included various adjustments to all departments.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 221 | \$ 26,000 | \$ 19,300 | (25.77%) |
| Capital | | | | - |
| Totals | \$ 221 | \$ 26,000 | \$ 19,300 | (25.77%) |

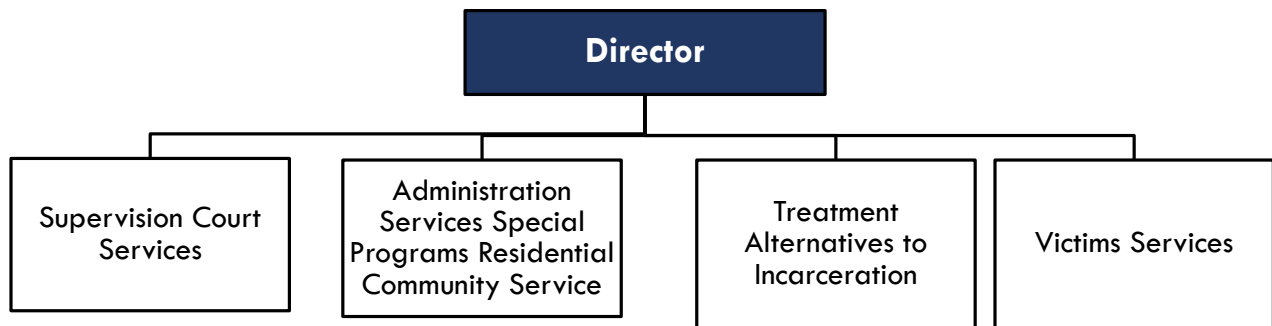
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | - |
| Part-Time Employees | | Not Applicable | | - |
| Temporary Employees | | | | - |
| Totals | | | | - |

Authorized Position Detail

Not Applicable

WEST TEXAS COMMUNITY SERVICE CORRECTIONS DEPARTMENT



MISSION STATEMENT

The core mission of El Paso County CSCD is to promote public safety and reduce recidivism through expanded use of:

- Evidence-based supervision practices
- Risk-Need-Responsivity Model
- Culturally competent programs and services
- Cross-system collaborations with victim services, law enforcement, courts, and community-based behavioral health and social service agencies

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

In accordance with Government Code Section 76.008 and the Community Justice Assistance Division Standards for Community Supervision and Corrections Departments Chapter 163, the County of El Paso is mandated to provide physical facilities, equipment, and utilities for a department. The El Paso County CSCD has the responsibility of providing community supervision and pre-trial services to the District Courts, County Courts at Law, and the Jail Magistrate in a region that includes El Paso, Culberson, and Hudspeth Counties. The department provides a wide array of supervision and residential services for offenders under the Progressive Sanctions and Incentives Model, including a pre-trial diversion program, regular supervision services, specialized supervision programs and residential treatment services.

CSCD Staff

El Paso CSCD is comprised of a total number of 212 employees:

- 82 Community Supervision Officers (CSO's, Senior CSO's, and Supervisors)
- 13 Court Liaison Officers (CLO)
- 64 Behavioral Health Residential Treatment Center Staff
- 4 Executive Staff
- 49 Program and Support Staff

WEST TEXAS COMMUNITY SERVICE CORRECTIONS DEPARTMENT

Community Supervision

Community Supervision is defined as “the placement of a defendant by a court under a continuum of programs and sanctions, with conditions imposed by the court for a specified period during which:

Criminal proceedings are deferred without an adjudication of guilt; or a sentence of imprisonment or confinement, imprisonment and fine, or confinement and fine, is probated and the imposition of sentence is suspended in whole or in part.

Offender Population

According to Bureau of Justice Statistics (BJS), in 2012, about 1 in every 35 adults in the United States, or 2.9% of adult residents, was on probation or parole or incarcerated in prison or jail. In addition, an estimated 1 in every 50 adult residents was supervised in the community on community supervision or parole at year end 2012, compared to 1 in every 108 adults incarcerated in prison or jail. Offenders on community supervision serve their sentences in the community rather than in prison.

According to the Texas Department of Criminal Justice-Community Justice Assistance Division, 415,000 offenders are on community supervision in Texas. In El Paso, for FY 2015, offenders on Direct Felony supervision totaled 5,769 plus 3,827 Misdemeanor and almost 350 Hudspeth and Culberson cases for an estimated total of almost 10,000 Direct, Indirect, and Pre-trial Supervision cases.

GOALS AND OBJECTIVES

GOAL: To create an evidence-based assessment process that includes risk and needs assessment instruments and clinical assessments that support conditions of community supervision or case management strategies.

OBJECTIVE: To establish professional development through knowledge, attitude, discipline and fitness.

Evidence Based Practices (EBP)

El Paso CSCD has adopted the model developed by National Institute of Correction (NIC), Community Corrections Division and the Crime and Justice Institute model for implementing evidence-based practice in criminal justice systems.

Integrated Model

The Integrated Model emphasizes the importance of focusing equally on evidence-based practices, organizational change, and collaboration to achieve successful and lasting change. The evidence-based principles component of the integrated model highlights eight principles for effective offender interventions.

WEST TEXAS COMMUNITY SERVICE CORRECTIONS DEPARTMENT

The following framework of principles is listed in developmental order and they are all highly interdependent. For example, offender assessments must consider both risk to reoffend and criminogenic needs, in that order.

Research indicates that resources are used more effectively when they are focused on higher-risk rather than lower-risk offenders, therefore considering offenders' risk to reoffend prior to addressing criminogenic needs allows agencies to target resources on higher-risk offenders.

El Paso County CSCD

El Paso County CSCD provides a comprehensive community supervision model that promotes public safety and reduces recidivism through expanded use of Evidence-Based Practices (EBP) Supervision Programs, Culturally Competent Trauma Informed Treatment Services, and Risk/Needs/Responsivity (RNR) Model.

Risk/Needs/Responsivity (RNR)

RNR proposes that to address the community behavior of offenders:

- The intensity of treatment and supervision should match the "Risk" level for re-offense
- The treatment provided should match the individual "Needs" most clearly associated with criminality
- The intervention modalities should match those to which the individual is most "Responsive" (Andrews, 2010).

Texas Risk Assessment System (TRAS)

Texas Department of Criminal Justice (TDCJ) implemented the Texas Risk Assessment System (TRAS) on January 1, 2015. The TRAS is organized into seven domains that focus on criminogenic risk factors: Criminal History; Education, Employment, and Financial Situation; Family and Social Support; Neighborhood; Substance Use; Peer Associations; and Criminal Attitudes and Behavioral Patterns.

Clinical Management for Behavioral Health Services (CMBHS)

Licensed clinicians screen and assessed using the Texas Clinical Management for Behavioral Health Services (CMBHS). As a result of the assessment, an Individualized Treatment Plan is developed and specifically tailored to the Level of Care determined by results of assessment. The clinician provides individual counseling sessions and facilitates psycho-education and group therapy for clients utilizing Seeking Safety Curriculum. Seeking Safety is an Evidence Based Model included in

WEST TEXAS COMMUNITY SERVICE CORRECTIONS DEPARTMENT

SAMHSA's National Registry of Evidence-based Programs and Practices (NREPP). NREPP promotes the adoption of scientifically established behavioral health interventions. Clinician develops Wellness and Recovery, Relapse Prevention and Re-entry plans.

GOAL: To establish strategies which reduce the number of technical violations.

OBJECTIVE: To provide a safe and secure environment for both employees and visitors. The El Paso County CDCD developed guidelines for graduated sanctions and incentives to respond to probationer behavior. Guidelines are written clearly to allow the terms to be easily understood by the CSO and the probationer. CSO and field supervisor discretion can respond to probationer behavior, thereby reducing the number of cases returned to the court for technical violations. Reason and conditions of probationer violations are explored to determine the cause for the violation and the appropriate sanction(s). Based on the reason for the violation, the CSO will take the appropriate action to address the needs indicated by the probationer to prevent future violations. This will allow violations to range in severity levels from low to high.

During fiscal year 2015, the four highest offenses of offenders supervised by CSCD:

- Felony Driving While Intoxicated 18.5%
- Felony Property Crimes 14.1%
- Felony Violent Crimes 29.7%
- Felony Possession of a Controlled Substance 23.5%

GOAL: To improve coordination between courts and departments to provide early assessment of defendant needs at the outset of supervision.

OBJECTIVE: The El Paso County CSCD incorporates judicial admonishment, expansions in court-ordered sanctions, and incentives that include judicial involvement.

WEST TEXAS COMMUNITY SERVICE CORRECTIONS DEPARTMENT

PERFORMANCE MEASURES

| CSCD | Felony Direct and Indirect Population | % of Statewide Felony Direct and Indirect Population | Felony Rev. to TDCJ | % of Statewide Felony Revocations to TDCJ | % of Statewide Felony Technical Rev. |
|-----------|---------------------------------------|--|---------------------|---|--------------------------------------|
| Statewide | 218,052 | | 22,980 | | |
| Dallas | 28,715 | 13.20% | 2,434 | 10.60% | 11.80% |
| Harris | 23,441 | 10.80% | 2,734 | 11.90% | 13.30% |
| Bexar | 13,990 | 6.40% | 1,555 | 6.80% | 6.20% |
| Tarrant | 11,413 | 5.20% | 1,683 | 7.30% | 7.60% |
| Hidalgo | 8,261 | 3.80% | 591 | 2.60% | 1.80% |
| El Paso | 7,909 | 3.60% | 325 | 1.40% | 1.20% |
| Travis | 6,962 | 3.20% | 577 | 2.50% | 1.80% |
| Cameron | 4,861 | 2.20% | 399 | 1.70% | 1.30% |
| Nueces | 4,048 | 1.90% | 383 | 1.70% | 1.70% |

* CSCD countys exclude transfers within a CSCD for an unduplicated CSCD count.
 ** Rank values are based upon comparison to all 122 CSCDs.
 Note: The State of Texas population is not included in this table, because this table includes transfers between CSCDs, and therefore is not comparable to the unduplicated statewide count, which excludes transfers between CSCDs.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The Rentals/Leases account (6350) and Communications General Account (6501) have been adjusted based on rental to be continued during fiscal year 2017 and related communication expenses. The operating equipment account was removed based on the allocation plan in fiscal year 2016.

WEST TEXAS COMMUNITY SERVICE CORRECTIONS DEPARTMENT

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 449,412 | \$ 276,603 | \$ 210,304 | (23.97%) |
| Capital | | | | - |
| Totals | \$ 449,412 | \$ 276,603 | \$ 210,304 | (23.97%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

Health & Welfare



**HEALTH & WELFARE
FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
WITH COMPARATIVE BUDGETS BY DEPARTMENT**

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|--|--------------|-------------|-------------|----------------|
| 324 | Animal Control | \$303,954 | \$602,508 | \$552,367 | (8.32%) |
| 326 | Burials | 64,285 | 80,000 | 80,000 | - |
| 328 | Child Welfare Assistance | 9,485 | 40,000 | 40,000 | - |
| 331 | Child Welfare Legal Fees | 760,744 | 964,071 | 614,071 | (36.30%) |
| 332 | Emergence Health Network | 99,999 | 100,000 | 100,000 | - |
| 334 | General Assistance | 676,406 | 783,511 | 580,560 | (25.90%) |
| 337 | Medical Examiner | 2,179,587 | 2,421,492 | 2,423,347 | - |
| 341 | Maintenance Office of the Medical Examiner | 33,158 | 80,536 | 80,536 | - |
| 342 | Mental Health | 1,519,306 | 1,478,933 | 1,478,933 | - |
| 343 | Mental Health Support Services | 1,454,146 | 1,100,814 | 766,827 | (30.34%) |
| 346 | Nutrition Administration | 579,762 | 616,553 | 532,580 | (13.62%) |
| 350 | Public Health Services | 813,230 | 612,813 | 670,192 | 9.36% |
| 353 | Sewage and Health Inspection | 183,756 | 247,753 | 256,496 | 3.53% |
| 355 | Veterans Assistance | | | 205,138 | 100.00% |
| | | | | | |
| | Totals | \$8,677,818 | \$9,128,984 | \$8,381,047 | (8.19%) |

ANIMAL CONTROL

MISSION STATEMENT

The El Paso County Sheriff's Office, as part of, and empowered by the community, is committed to:

- Protect lives, property and the rights of the people;
- Maintain order;
- Enforce the law impartially;
- Provide quality police service in partnership with other members of the community.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Animal Control Section is responsible for the enforcement of animal vaccination laws as well as the collection of stray and/or vicious animals in the unincorporated areas of El Paso County. Animal Control Officers are also responsible for investigating calls involving animal bites, animal cruelty and nuisance calls involving animals, both domesticated and non-domesticated.

- Enforce animal vaccination laws in the unincorporated areas of El Paso County
- Collect stray and / or viscous animals in the unincorporated areas of El Paso County
- Investigate calls of animal bites
- Investigate, in conjunction with Patrol, cases involving animal cruelty and neglect
- Investigate nuisance calls involving animals, domesticated and non-domesticated

GOALS AND OBJECTIVES

GOAL: To maintain the proper well-being of the community.

OBJECTIVE: To Decrease response times to calls for service by 20%.

OBJECTIVE: To Increase number of community presentations by 20%.

OBJECTIVE: To Establish adoption program for unclaimed impounded animals.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Calls for Service | 4,277 | 4,277 | 4,181 | 3,800 |
| Citations | 214 | 214 | 130 | 325 |
| Warning | 391 | 391 | 270 | 275 |
| RMS Reports | 75 | 75 | 52 | 120 |
| Animals Delivered to City | 2,202 | 2,202 | 3,108 | 2,650 |
| Animal Impound Cost | \$187,170 | \$187,170 | \$166,600 | \$190,000 |

ANIMAL CONTROL

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The Animal Impoundment account was reduced to budget for the draft contract received from the City of El Paso.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 143,843 | \$ 251,547 | \$ 248,427 | (1.24%) |
| Operating | 160,111 | 350,961 | 303,940 | (13.40%) |
| Capital | | | | - |
| Totals | \$ 303,954 | \$ 602,508 | \$ 552,367 | (8.32%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 6 | 6 | 6 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 6 | 6 | 6 | - |

Authorized Position Detail

| | |
|------------------------|---|
| Animal Control Officer | 6 |
|------------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

BURIALS

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The County provides funding for indigent services for pauper cremations and in some instances burials.

GOALS AND OBJECTIVES

GOAL: To complete eligibility and assistance certification in a timely manner.

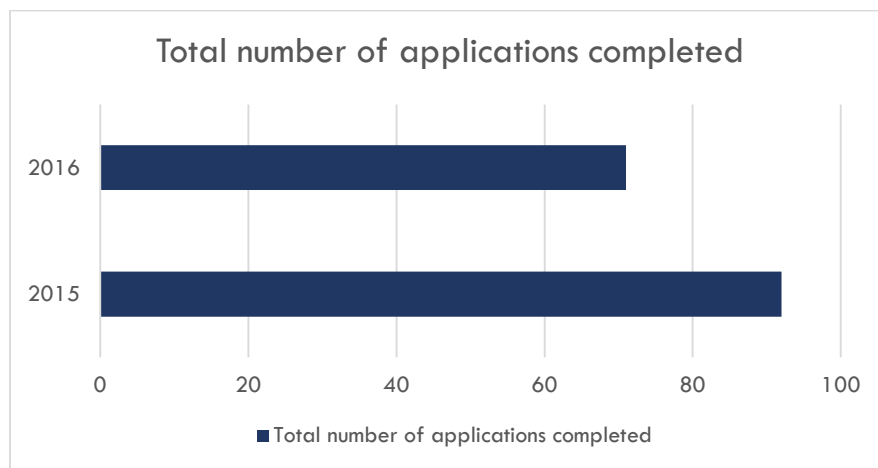
OBJECTIVE: To process, approve applications and issue assistance voucher within fifteen business days.

GOAL: To provide dignified and timely cremations and burial services to those in need.

OBJECTIVE: Coordinate with contracted provider and internal department to bury 90% of referred cremains and remains within 30 days.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Total no. burial & cremation applications | 92 | 90 | 71 | 80 |
| No. of pauper burials | 5 | 5 | 0 | 5 |
| No. of pauper cremations | 75 | 60 | 0 | 75 |
| Outcomes: | | | | |
| Avg. time to process applications | 10 | 10 | 15 | 15 |
| Percentage of families assisted | 44% | 70% | 49% | 70% |
| Percentage of cremations/ remains buried within 30 days | N/A | N/A | N/A | 90% |



BURIALS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | | | | - |
| Operating | \$ 64,285 | \$ 80,000 | \$ 80,000 | - |
| Capital | | | | - |
| Totals | \$ 64,285 | \$ 80,000 | \$ 80,000 | - |

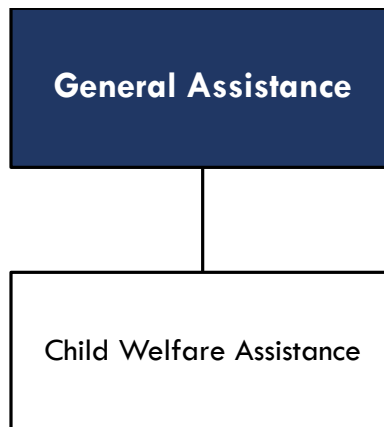
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

CHILD WELFARE ASSISTANCE



MISSION STATEMENT

To provide assistance for children who are in kinship or foster care to enhance their prospects for success.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The General Assistance Program under the Community Services Department provides clothing resources and other items to children at risk of abuse or neglect. These children may live with an extended family in a kinship care arrangement; receive services from a County program; or a youth through the age of 21 pursuing an education that has aged out of the foster care system. The Program will also provide reimbursements to child placing agencies for clothing for children entering foster care after removal due to abuse and neglect.

The Program also meets its mission by providing resources for children served by Child Protective Services through contributions to the Rainbow Room, a project of the not for profit organization Community Partners of El Paso.

The Program also allocated resources to pay for emergency care for children removed from an unsafe environment by Child Protective Services. The intent is to place the child with a stable parent or extended family and the care is temporary, generally not more than five days.

GOALS AND OBJECTIVES

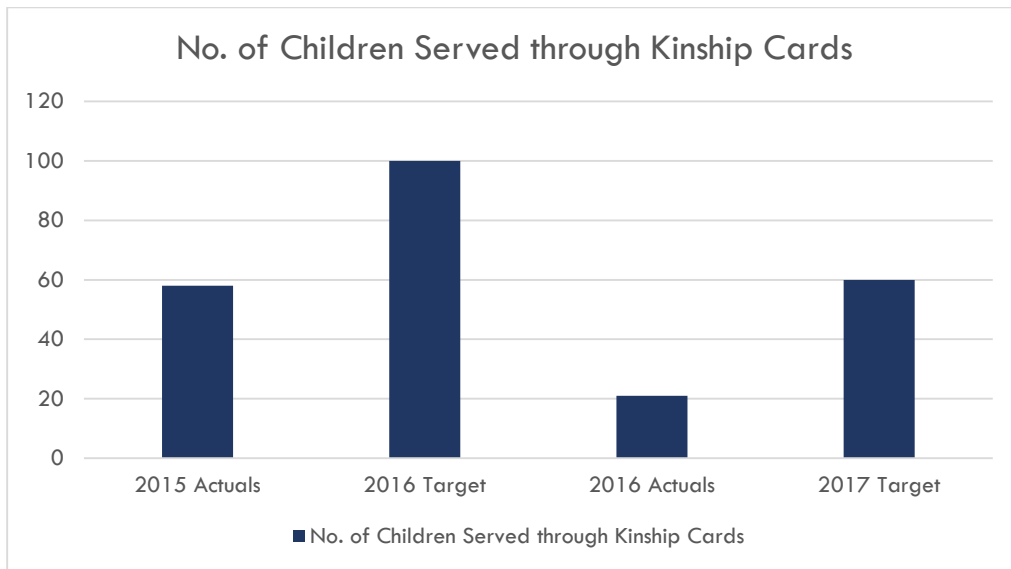
GOAL: To improve the outcomes for children who are at risk of abuse and neglect by the allocation of County resources.

OBJECTIVE: The County will provide basic clothing resources and other items necessary for 60 children who are at risk of abuse and neglect within the next fiscal year.

CHILD WELFARE ASSISTANCE

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| No. of children served through kinship cards | 58 | 100 | 21 | 60 |
| Outcomes: | | | | |
| % Increase in Children served over the prior years | (69%) | (42%) | N/A | N/A |
| Children served through CPS Rainbow Room** | 734 | N/A | 712 | 700 |



Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|---------------|-----------------|------------------|------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 9,485 | \$ 40,000 | \$ 40,000 | - |
| Capital | | | | - |
| Totals | \$ 9,485 | \$ 40,000 | \$ 40,000 | - |

CHILD WELFARE ASSISTANCE

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | _____ | | | |
| Totals | ===== | | | |

Authorized Position Detail

Not Applicable

CHILD WELFARE LEGAL FEES

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

Child Welfare, with the assistance of the Texas Department of Human Services, provides protection to abused and neglected children. The services provided include temporary foster care placement, counseling and permanent placement in a foster home. This represents the portion of funding provided by the County of El Paso for the Child Welfare program in regards to legal fees.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

With the policy changes approved during FY16, the fixed fees account was eliminated.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 760,744 | \$ 964,071 | \$ 614,071 | (36.30%) |
| Capital | | | | - |
| Totals | <u>\$ 760,744</u> | <u>\$ 964,071</u> | <u>\$ 614,071</u> | (36.30%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

EMERGENCE HEALTH NETWORK

MISSION STATEMENT

Emergence Health Network (EHN) ensures superior recovery-based services for mental health, developmental disability, and related conditions for the people of El Paso County. Investing in people to achieve specific, measurable results is an essential part of community development. Emergence Health Network is committed to investing in services that work, making a positive, measurable difference in people's lives, and helping communities. Stable families mean safer neighborhoods, a more productive work force, and higher contributing citizens and residents.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

Emergence Health Network (EHN) is a quasi-governmental entity formed via an interlocal agreement between the City and the University Medical Center. EHN 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 mental 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. EHN is funded by the Texas Department of MHMR and local governments are required by state law to match the amount provided by the state. The funds allocated from El Paso County will support the Elinor Zind Program and the Crisis Line. The Elinor Zind Program provides an array of services according to state Early Childhood Intervention policies for children with developmental disabilities between the ages of birth through 3 years. The service area for this program is El Paso County, specifically all areas east of Yarbrough to the County line. The crisis line is a 24 hour/7-day per week telephone response system, which responds to El Paso County Residents experiencing personal or emotional crisis. Professionals are available around the clock to provide community assessments in the home, community or emergency room settings. EHN is currently working with youth and family through the Mental Health Support Services (MHSS) Collaborative to keep special needs youths in the community and families together.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Department Activity | Not Applicable | | | |

EMERGENCE HEALTH NETWORK

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 99,999 | \$ 100,000 | \$ 100,000 | - |
| Capital | | | | - |
| Totals | \$ 99,999 | \$ 100,000 | \$ 100,000 | - |

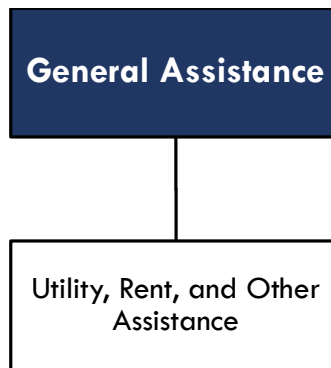
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

GENERAL ASSISTANCE



MISSION STATEMENT

To be an active partner in collaborative efforts with other social services providers to stabilize households with financial assistance for economic self-sufficiency, and a better quality of life for the residents of El Paso County.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

In 1960, Commissioners Court created the El Paso General Assistance Agency to provide assistance to the economically eligible residents of El Paso County in the form of rent, mortgage, food, utilities, medication and other basic living necessities.

GOALS AND OBJECTIVES

GOAL: To complete eligibility and assistance certification in a timely fashion.

OBJECTIVE: To process, approve applications and issue an assistance voucher within fifteen working days to avert client evictions, foreclosures or utility disconnections.

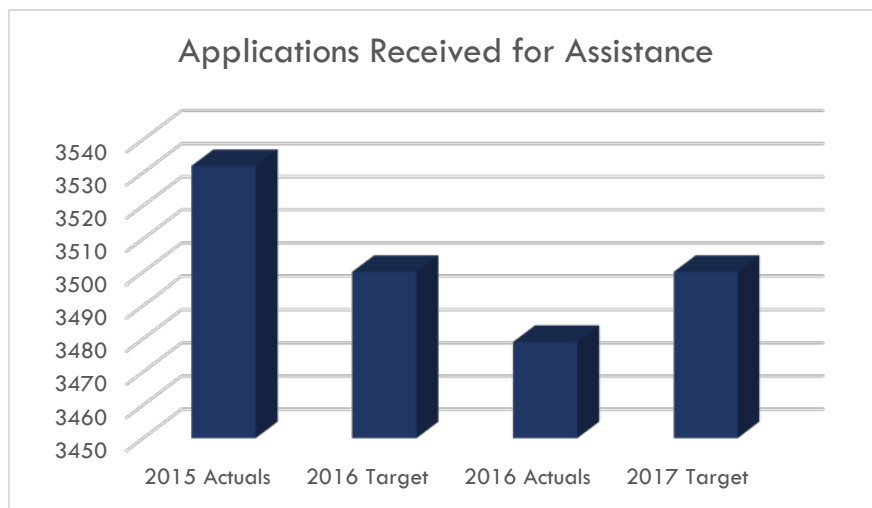
FISCAL YEAR 2016 ACCOMPLISHMENTS

- Continued receiving grant funding from US Department of Housing and Urban Development for the Continuum of Care's Rapid Re-Housing Program.
- Successfully moved GA staff to the Family Youth Services Building in an effort to continue with Coordinated Access and Rapid Re-Housing. In an effort to better assist homeless clients with housing options and the identification of any care management needs
- Received funding for rental assistance from United Way FEMA Phase 33 project.

GENERAL ASSISTANCE

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Applications received for assistance | 3,532 | 3,500 | 3,479 | 3,500 |
| No. of applications approved | 1,551 | 2,450 | 1,497 | 2,000 |
| Outcomes: | | | | |
| Average no. of days to process applications* | 10 | 10 | 15 | 15 |
| Assistance provided/family average | \$400 | \$500 | \$500 | \$500 |
| Percentage of families assisted | 44% | 70% | 49% | 70% |
| *Adjusted to five days, in order to better work with families and provide them with a to meet required paperwork deadlines | | | | |



FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the budget hearings for FY17, Commissioners Court approved to create a new division, Veterans Assistance, which resulted in the transfer of some employees that were under the General Assistance account into the Veterans Assistance account.

GENERAL ASSISTANCE

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 519,126 | \$ 556,950 | \$ 358,476 | (35.64%) |
| Operating | 157,280 | 226,561 | 222,084 | (1.98%) |
| Capital | | | | - |
| Totals | <u>\$ 676,406</u> | <u>\$ 783,511</u> | <u>\$ 580,560</u> | (25.90%) |

Staffing Trends

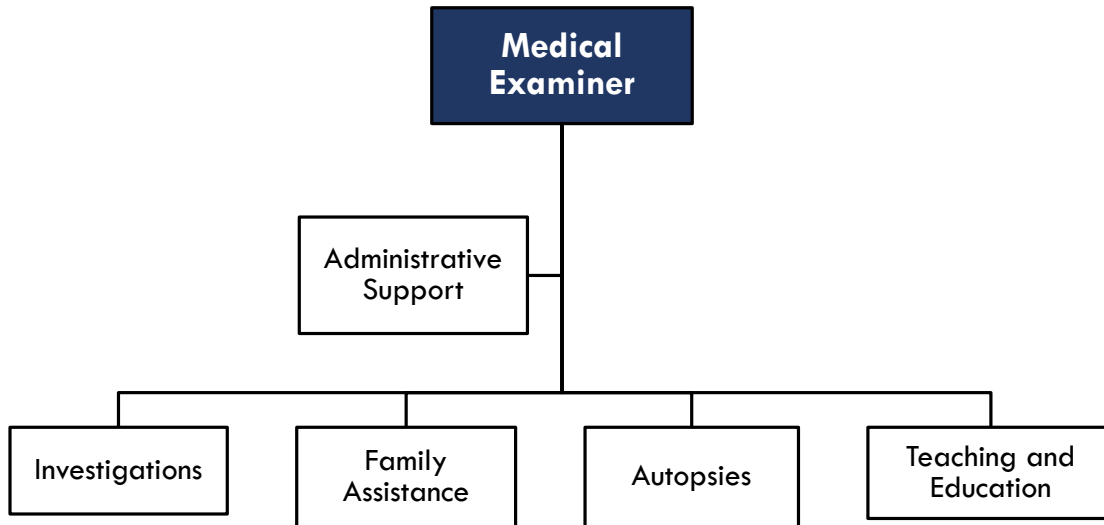
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 11 | 10 | 9 | (10.00%) |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>11</u> | <u>10</u> | <u>9</u> | (10.00%) |

Authorized Position Detail

| | | | |
|---------------------------|---|----------------------------|---|
| Account Clerk Sr. | 1 | Eligibility Officer Inter. | 3 |
| Administrative Specialist | 2 | Eligibility, Sr. | 1 |
| Eligibility Officer | 2 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

MEDICAL EXAMINER



MISSION STATEMENT

The El Paso County Office of the Medical Examiner (EPOME) is dedicated to determine the cause and manner of death by means of providing the highest quality of death investigation and autopsy services to the citizens of our county. We will conduct ourselves with the utmost level of professionalism, integrity, and efficiency, in accordance with Article 49.25 of the Texas Code of Criminal Procedures. 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 & RESPONSIBILITIES

The EPOME is primarily concerned with the proper investigation of violent, sudden, unexpected and suspicious deaths occurring in El Paso County. Investigations include an examination of the scene by staff of investigators and a review of the circumstances surrounding the death through post-mortem examination, including autopsy as warranted. In addition, the Office of the Medical Examiner services the community by assisting families with funeral arrangements, authorizing cremations, signing death certificates, reporting viable candidates to the local tissue bank for organ and/or tissue procurement, working with other agencies regarding unidentified bodies and mass fatality preparedness, as well as developing and fostering academic and community outreach programs.

GOALS AND OBJECTIVES

GOAL: To improve efficiency and effectiveness in autopsy services.

OBJECTIVES: Conduct self-inspection leading to application for facility accreditation by the National Association of Medical Examiners (NAME).

OBJECTIVES: Revise standard operating procedures (SOP).

OBJECTIVES: Maintain an above 3:1 autopsy examination ratio.

MEDICAL EXAMINER

OBJECTIVES: Complete 90% of death certificates and autopsy reports of all postmortem examinations within 60 calendar days from the time of autopsy.

OBJECTIVES: Have sufficient medical staff so that no autopsy physician is required to perform more than 250 autopsies/year.

OBJECTIVES: Have 90% of exam cases under OME jurisdiction examined and ready for release within 24 hours and 95% within 48 hours to allow the families to proceed with funeral arrangements in a timely manner.

GOAL: To provide high quality death investigations.

OBJECTIVES: Improve Examiner (case management system) application.

Continue to obtain at least one investigator certification from the American Board of Medicolegal Death Investigator (ABMDI) per year.

GOAL: Foster a positive public image for the EPOME

OBJECTIVES: Continue to maintain cooperative measures with other government agencies, county entities, general public, and educational institutions.

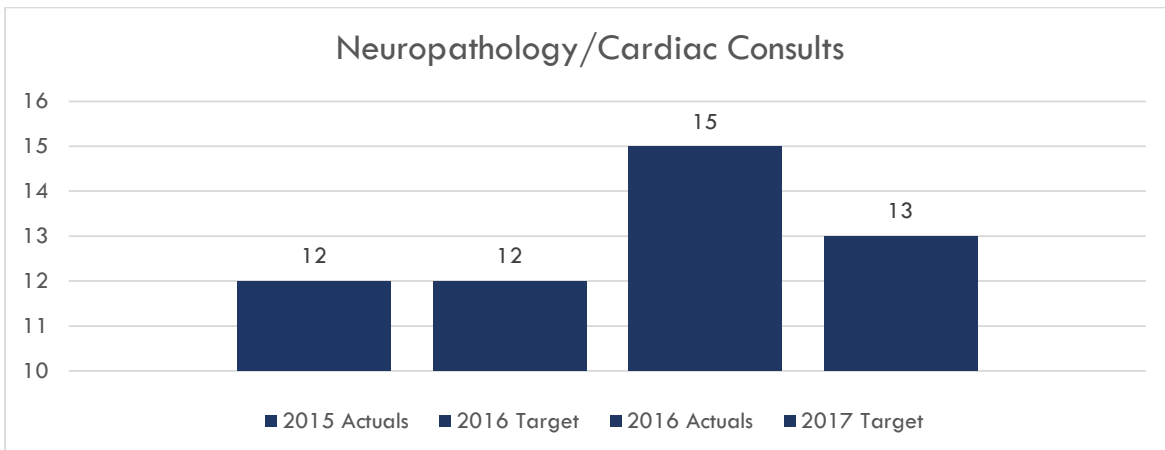
FISCAL YEAR 2016 ACCOMPLISHMENTS

- National Association of Medical Examiners (NAME) Full Accreditation
May 26, 2016, received Full Accreditation with zero deficiencies. This achievement was the first in the history of the El Paso County Office of the Medical Examiner. This accreditation is granted for a period of five years.
- American Board of Medicolegal Death Investigators (ABMDI)
The Chief Investigator along with two investigators obtained the ABMDI certification. The investigative unit consists of seven investigators, a Chief and Deputy Investigator. Six have obtained the ABMDI certification.
- Internship Program
The internship program was full to capacity year-round (7 interns in calendar year 2015 and 8 in 2016). One of the interns ended up being hired as an investigator with our office and obtained the ABMDI certification in the first year of employment. Several other interns attending universities outside of El Paso to pursue careers in pathology and anthropology.
- SAFRAN-Morphoident fingerprint system
In collaboration with the El Paso Police Department, Crime Scene Division we were able to obtain the SAFRAN fingerprint system which enables us to offload work from the Police Department (and other agencies such as: FBI, Homeland Security, Customs and Border Protection) by providing positive scientific identification of a body in an extremely timely fashion. This system allows fingerprints to be taken quickly to identify a person in real time.

MEDICAL EXAMINER

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Exam Cases | 531 | 640 | 630 | 580 |
| Autopsies | 437 | 580 | 586 | 511 |
| Externals | 94 | 60 | 44 | 69 |
| Investigations | | | | |
| Non-exam (inquest) | 336 | 356 | 306 | 321 |
| Release | 3,082 | 3,128 | 2,958 | 3,020 |
| Toxicology | 308 | 384 | 428 | 368 |
| Histology | 168 | 192 | 153 | 160 |
| Neuro/Cardiac consults | 12 | 12 | 15 | 13 |
| Declined Jurisdiction† | n/a | 128 | 86 | 107 |
| Death scenes attended | 997 | 1,136 | 1,026 | 1,011 |
| Cremation signed | 3,025 | 3,480 | 2,867 | 2,946 |
| Records requests | 994 | 972 | 1,416 | 1,210 |
| Performance Indicators: | | | | |
| % of reports completed within 60 calendar days | 97.70% | 99% | 99% | 99% |
| % of reports completed within 90 calendar days | 99% | 100% | 100% | 100% |
| Efficiencies: | | | | |
| Number of full-time Medical Examiners | 3 | 3 | 3 | 3 |
| Average autopsy caseload for ME | 145 | 193 | 210 | 200 |
| # of unclaimed bodies | 8 | 4 | 18 | 6 |
| % of unclaimed bodies where the public disposition process started in a timely fashion (within 48 hours after identification) | 100% | 100% | 100% | 100% |
| † New category started Jan. 2016 | | | | |



MEDICAL EXAMINER

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|---------------------|-------------------|
| Personnel | \$ 1,896,221 | \$ 1,957,476 | \$ 1,956,331 | (0.06%) |
| Operating | 283,366 | 464,016 | 467,016 | 0.65% |
| Capital | | | | - |
| Totals | <u>\$ 2,179,587</u> | <u>\$ 2,421,492</u> | <u>\$ 2,423,347</u> | 0.08% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 22 | 22 | 22 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>22</u> | <u>22</u> | <u>22</u> | - |

Authorized Position Detail

| | | | |
|----------------------------|---|---------------------------|---|
| Admin. Assistant, Senior | 1 | Forensic Photographer-Me | 1 |
| Chief Investigator | 1 | Investigator - (Me) | 7 |
| Chief Medical Examiner | 1 | Med.Sec./Transcriptionist | 1 |
| Chief Of Operations | 1 | Morgue Attendant | 2 |
| Deputy Chief Investig (Me) | 1 | Morgue Manager | 1 |
| Deputy Medical Examiner | 1 | Morgue Supervisor | 1 |
| Deputy Medical Examiner II | 1 | Office Specialist, Interm | 2 |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

MAINTENANCE – OFFICE OF THE MEDICAL EXAMINER

MEDICAL EXAMINER MAINTENANCE

Building Maintenance is a function of the Maintenance Operations division under the Public Works Department. The Department organizational chart and mission statement is reflected under the Public Works Department detailed in the “General Government” section.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The budget and financial detail below pertains to maintenance and custodial services for the Office of the Medical Examiner. Related custodian and maintenance staffing is budgeted in central facility account, listed under the Public Works Department in the “General Government” section.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Reported under Public Works in the "General Government" Section | | | | |

| |
|-------------------------|
| Financial Trends |
|-------------------------|

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 33,158 | \$ 80,536 | \$ 80,536 | - |
| Capital | | | | - |
| Totals | \$ 33,158 | \$ 80,536 | \$ 80,536 | - |

| |
|------------------------|
| Staffing Trends |
|------------------------|

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

| |
|-----------------------------------|
| Authorized Position Detail |
|-----------------------------------|

Not Applicable

MENTAL HEALTH

DEPARTMENT DESCRIPTION & 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. These funds are also utilized via contract services to oversee the guardianship program administered by the county's two probate courts.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Number of Wards | - | - | 294 | 300 |
| Number of Caseworkers | - | - | 8 | 9 |
| Wards per Caseworker | - | - | 36.75 | 33.33 |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$1,519,306 | \$1,478,933 | \$1,478,933 | - |
| Capital | | | | - |
| Totals | \$ 1,519,306 | \$ 1,478,933 | \$ 1,478,933 | - |

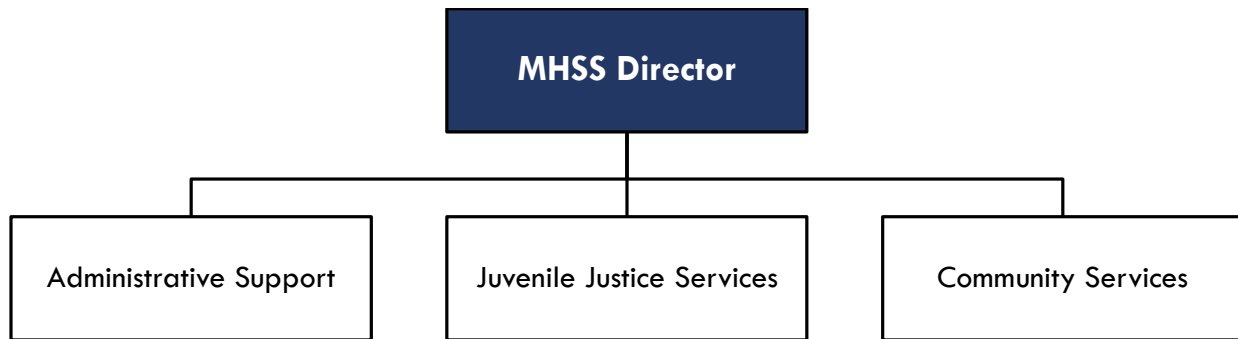
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

MENTAL HEALTH SUPPORT SERVICES



MISSION STATEMENT

To build trust, adapt to an evolving community and provide a safe and healthy quality of life to El Paso County families.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The El Paso County Department of Mental Health Support Services, (MHSS) proudly works with families in the El Paso County area that are struggling with emotional and mental health challenges, at risk youth, adults and their families. MHSS utilizes an evidence based approach that not only empowers our families to work through their struggle, but celebrates their successes.

Our philosophy of Systems of Care, Wraparound services, is a family-driven treatment process that uses individualized care to assist families to become stronger. Our wraparound approach utilizes community resources and community partners to create a natural support system for families.

GOALS AND OBJECTIVES

GOAL: Develop and re-establish partnerships in the community to identify service gaps to make the best use of limited resources.

OBJECTIVE: Collaborate with partners to identify mental health service gaps within that service delivery system. Increasing partnerships to expand use of service coordination and care management; ensuring linkage to appropriate services.

GOAL: Provide a continuum of care for those involved in multiple systems.

OBJECTIVE: Increase the number of clients served by no less than 15-20 new clients for each direct care staff.

OBJECTIVE: Attain a non-recidivism rate of 85% for MHSS participants completing services.

GOAL: To increase awareness and understanding of the negative stigma related to mental health in El Paso County.

OBJECTIVE: Community education and outreach by no fewer than two presentations a month

MENTAL HEALTH SUPPORT SERVICES

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Consolidation of BHSS into Community Services Department
- Mental Health Awareness Month Event
- Formed collaboration with CPS and local Child Placing Agencies to provide Mental Health First Aid training to foster parents in El Paso, Texas in an effort to build capacity for foster youth within El Paso County
- Expanded care management services within the Community Services Department
- Formed collaborative partnership with SAVVERS “Get to Give Program”.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Department Activity | | | | |
| Provide care management services to 25 families | N/A | N/A | N/A | 25 families |
| Achieve 80% successful discharge | N/A | N/A | N/A | 80% |
| Outcomes: | | | | |
| Create an outreach plan | N/A | N/A | N/A | Jan-17 |
| Create referral form process/procedures | N/A | N/A | N/A | Jan-17 |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During budget hearings for FY17, Commissioners Court approved the transfer of 3 vacant Counselor positions to the Juvenile Probation Department for no overall impact. Additionally, a reorganization was approved for the Community Services and related departments resulting in overall savings to the County.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 1,432,001 | \$ 1,064,786 | \$ 733,372 | (31.12%) |
| Operating | 22,145 | 36,028 | 33,455 | (7.14%) |
| Capital | | | | - |
| Totals | \$ 1,454,146 | \$ 1,100,814 | \$ 766,827 | (30.34%) |

MENTAL HEALTH SUPPORT SERVICES

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 20 | 15 | 11 | (26.67%) |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 20 | 15 | 11 | (26.67%) |

Authorized Position Detail

| | | | |
|------------------------|---|---------------------------|---|
| Admin Specialist, Int. | 2 | Office Admin./Support Mgr | 1 |
| Care Manager, Interm. | 3 | Clinical Services Manager | 1 |
| Care Manager, Senior | 1 | Counselor | 3 |

*Refer to Appendix A for detail on personnel changes for this Department.

NUTRITION ADMINISTRATION



MISSION STATEMENT

To build trust, adapt to an evolving community and provide a safe and healthy quality of life to El Paso County families.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

We provide a home delivered lunchtime meal to active homebound individuals that are approved by the Area Agency on Aging and Medicaid, thereby, promoting their health, well-being and independence. Additionally, we collaborate with the City of El Paso in an effort to offer one free on-site meal to registered participants, throughout 20 Senior Nutrition Centers, at noon, Monday-Friday. The City-County Nutrition Program receives grant revenue, program income and must provide a match contribution from the General Fund. The general fund supports the administrative activities.

GOALS AND OBJECTIVES

GOAL: To increase program participation by 10% by May 30, 2017.

OBJECTIVE: Develop an Outreach Plan in an effort to ensure community-wide agencies, serving the senior population, are aware of the nutrition program services. Attendance at outreach events, no less than 15 events per year, will enable City and County operated nutrition centers to increase congregate participation as well as strengthen lines of communication with community stakeholders.

GOAL: Identify two additional funding opportunities by September 30, 2017.

OBJECTIVE: Nutrition Program Manager will work with grant division of Budget and Fiscal Policy to actively seek additional grant writing training as well as utilize their service offerings.

NUTRITION ADMINISTRATION

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Exceeded target measures for meals provided, program participation increase.
- Decreased the total number of uncompensated meals.
- Addressed program staffing needs; replaced part-time Eligibility Officer with full-time Eligibility Officer, Intermediate. This action improved timeliness in processing all homebound reassessments which was reflected in 100% compliance in audits conducted by funding sources.
- City-County Senior Centers were mapped out by areas of City/County and were reassigned to Nutrition Coordinators by area. Each Coordinator was assigned five centers in an effort to decrease travel time when traveling from one center to another and it also improved efficiency and effectiveness as it relates to each Coordinator's time spent at each center.
- All Nutrition Program job descriptions were reviewed and assessed by HR Dept. in an effort to match duties performed to job descriptions. This enabled all staff to increase efficiencies and productivity.
- Coordinated participant satisfaction improvements at County-operated nutrition centers. Canutillo Senior Nutrition Center received upgrades related to signage, new tables for eating area and parking area striping while the Fabens Senior Nutrition Center received new tables for eating area.
- Consolidation of services within the Community Services Department enabled Eligibility nutrition staff to refer homebound participants to community-wide resources, as the need for quality of life concerns are observed when conducting home visits.
- Collaboration with Adult Probation which enabled individuals to comply with community service requirement while serving the community as they cleaned and maintained landscaping of senior nutrition centers.
- Collaboration with County Sheriff's department in providing senior center population with quality of life programming and/or activities such as, "Coffee with a Cop," a nationwide movement which enables law enforcement to build trust with the communities they serve.
- Encouraged County senior center participants to form Advisory Councils in an effort to promote leadership through volunteerism within their communities.
- Encouraged City senior center participants to volunteer with registering and welcoming new senior nutrition program participants in an effort to promote leadership through volunteerism within their communities.
- Implemented outreach efforts to outreach and educate the public on the senior nutrition program. Continued outreach activities will target the senior population throughout the County of El Paso to reach out to the population that is mobile and able to participate at the different centers throughout the City/County, promote independence.

NUTRITION ADMINISTRATION

- Implemented weekly status meetings with food vendor, Valley Inc., to address food quality, customer service and staffing concerns.
- Purchased 2 new vans for delivery of homebound meals. The new vehicle replaced 2 older vehicles and will increase delivery efficiency by decreasing down time caused by vehicle malfunction.
- Vendor was encouraged to purchase GPS system for all vehicles used by vendor for homebound deliveries. Vendor was able to promptly address any downtime involved in delivering meals within contract specified time, 10:30 am – 1:30 pm, and the Nutrition program received less complaints related to meals not being delivered within timeframe window.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Number of meals provided | 501,738 | 451,564 | 521,490 | 547,565 |
| Number of uncompensated meals | 51,313 | 46,181 | 45,941 | 45,000 |
| Total meal expenditures | \$2,261,076 | \$2,279,683 | \$2,323,218 | \$2,436,832 |
| Federal and State reimbursement | 2,401,312 | 2,279,683 | N/A | N/A |
| Federal, State and Local reimbursement | N/A | N/A | 100% | 100% |
| Provided 1/3 DRI meals 5 days a week | 100% | 100% | N/A | N/A |
| Number of persons served | 2,006 | 2,100 | N/A | N/A |
| Number of Congregate persons served | N/A | N/A | 2,912 | 3,058 |
| Number of homebound persons served | N/A | N/A | 1,301 | 1,366 |
| Outcomes: | | | | |
| % of meals uncompensated | 11% | 10% | 9% | 8% |
| % program costs reimbursed | 94% | 100% | 101% | 100% |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During budget hearings for FY17 Commissioners Court approved a department wide reorganization for Community Services and related departments resulting in the elimination of a vacant Nutrition Services Coordinator position for an overall savings to the County.

NUTRITION ADMINISTRATION

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 548,226 | \$ 563,314 | \$ 482,652 | (14.32%) |
| Operating | 31,536 | 53,239 | 49,928 | (6.22%) |
| Capital | | | | - |
| Totals | <u>\$ 579,762</u> | <u>\$ 616,553</u> | <u>\$ 532,580</u> | (13.62%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 10 | 11 | 10 | (9.09%) |
| Part-Time Employees | 1 | | | - |
| Temporary Employees | | | | - |
| Totals | <u>11</u> | <u>11</u> | <u>10</u> | (9.09%) |

Authorized Position Detail

| | | | |
|--------------------------|---|----------------------------|---|
| Admin Specialist, Senior | 1 | Eligibility Officer Inter. | 1 |
| Comm Svcs Program Mgr | 1 | Eligibility Officer, Sr. | 1 |
| Data Entry Operator | 2 | | |
| Nutrition Svc. Coord. | 4 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

PUBLIC HEALTH SERVICES

MISSION STATEMENT

The Mission of the Department of Public Health is to provide research and evaluation, prevention, intervention, and mobilization services to the people of El Paso so they can feel and be healthy, productive, safe and secure.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Health Unit provides general public services to the residents of El Paso City and County. The unit is responsible for preventive medicine and regulatory community health for County residents, and interaction with adjacent New Mexico and the large metropolitan population of Ciudad Juarez, Mexico. The City/County Health Unit works especially close with the Texas Department of Health, Center for Disease Control and other federal agencies.

GOALS AND OBJECTIVES

GOAL: WIC (Women, Infants and Children): To prevent adverse health related effects in pregnant, breastfeeding, postpartum women and young children under five years of age caused by inadequate nutrition.

OBJECTIVE: To maximize the number of eligible participants served by the WIC program; to exceed the state goal of 32% of pregnant women enrolled during their first trimester; to maximize the percentage of mothers who breastfeed their infants.

GOAL: Immunization: To minimize the incidence of vaccine-preventable diseases by providing immunizations, educating citizens and medical providers, and increasing community awareness.

OBJECTIVE: To maintain a steady immunization rate of 90% at LHD Immunization clinics; to provide at least 40 presentations expressing importance of childhood immunization; to participate at a minimum of 40 Health Fairs.

GOAL: Health Education and Promotion: provide timely and relevant public health education to the El Paso community so that residents have the necessary information to make healthy lifestyle decisions.

OBJECTIVE: To improve knowledge of important health related topics through education; provide quality health education services to at least 100,000 residents each year; attain a 95% rate of attendees who indicate information presented will help them make healthier/safer choices in their lives.

GOAL: Tuberculosis Control: To minimize the incidence of tuberculosis in El Paso.

PUBLIC HEALTH SERVICES

OBJECTIVE: To control the incidence of TB in El Paso County by maintaining the rate at no more than 5 cases/100,000 population; to ensure that 100% of all cases are on Direct Observed Therapy (DOT); ensure that no less than 98% of cases complete their treatments in full within 12 months.

GOAL: Food Inspection Program: To protect public health, minimize food-borne illness outbreaks, and promote safe food handling practices through inspection, enforcement, and education.

OBJECTIVE: To attain a 92% satisfaction rate on Food Managers Opinion Survey; ensure that 90% of establishments are inspected at established frequency; to maintain an effective cost/inspection ratio; to maintain establishments/inspector ratio at an acceptable level.

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Actuals |
|--|-------------------------|-------------------------|
| Total WIC Program Certifications | 11,187 | 5,004 |
| Individuals immunized | 10,929 | 11,447 |
| Attendance at Health Education Presentations | 5,694 | 2,958 |
| Tuberculosis Outreach visits | 872 | 289 |
| Inspections by Municipality | 365 | 68 |
| Food establishments under permit | 6,117 | 7,469 |
| *This is an interlocal agreement between the County and the City of El Paso therefore, only actuals are reported on. | | |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The budget has been adjusted based on the new draft interlocal agreement with the City of El Paso.

| Financial Trends | | | | |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | | | | - |
| Operating | \$813,230 | \$612,813 | \$670,192 | 9.36% |
| Capital | | | | - |
| Totals | \$813,230 | \$ 612,813 | \$ 670,192 | 9.36% |

PUBLIC HEALTH SERVICES

Staffing Trends

| | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Authorized Positions | | | | |
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

SEWAGE AND HEALTH INSPECTION

SEWAGE AND HEALTH INSPECTION

On-site Sewage and Health Inspection is a function of the Support Services division under the Public Works Department. The Department organizational chart and mission statement is reflected under the Public Works Department detailed in the “General Government” section.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The purpose of the section is to provide state required sewage and septic system inspections and decommissions in accordance with statutory guidelines in an effective and cost efficient manner. This department is overseen by administration from Public Works. It became a County run program effective September 1, 2008. The County has an inter-local agreement with various municipalities located within the County.

GOALS AND OBJECTIVES

GOAL: To provide timely and effective sewage inspection services and to maintain a clean and hazard free environment on private and public properties of the County.

OBJECTIVE: To reduce court cases by at least 5% from prior years through compliance efforts; to reduce the amount of septic system permits issued based on conversion to public sewer systems; and respond to failing system complaints and assist with connections to new permitted systems.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Inspections and permits | 200 | 200 | 167 | 200 |
| Decommissions | 234 | 200 | 76 | 120 |
| Registrations | 19 | 40 | 20 | 20 |
| On-site complaints | 99 | 100 | 108 | 125 |
| Environmental complaints | 615 | 500 | 1,304 | 1,400 |
| Court cases | 110 | 80 | 203 | 100 |

SEWAGE AND HEALTH INSPECTION

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 177,041 | \$ 235,364 | \$ 242,213 | 2.91% |
| Operating | 6,715 | 12,389 | 14,283 | 15.29% |
| Capital | | | | - |
| Totals | \$ 183,756 | \$ 247,753 | \$ 256,496 | 3.53% |

Staffing Trends

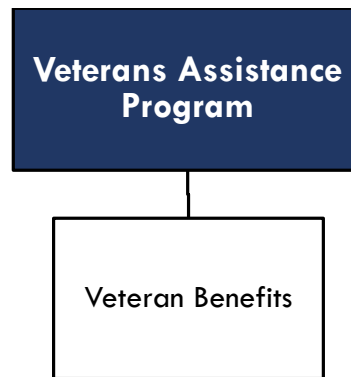
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 4 | 5 | 5 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 4 | 5 | 5 | - |

Authorized Position Detail

| | | | |
|-------------------------|---|-------------------|---|
| Health Inspector | 3 | Office Specialist | 1 |
| Health Inspector Sprvr. | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

VETERANS ASSISTANCE PROGRAM



MISSION STATEMENT

To assist, advocate and provide quality services to veterans and their families.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Veterans Assistance Program under the Community Services Department provides assistance to veterans, their dependents and surviving spouses of El Paso County to apply for and appeal benefit claims to the Department of Veteran Affairs and help administer the veteran program of the State of Texas. The office is mandated by Texas Civil Statutes to provide claims benefit assistance to veterans residing in the County. The office interviews and advises clients on entitlements, assists in filing for service-connected disabilities claims, answers and researches inquiries regarding medical, educational, home loans and other benefits, assists clients in completing VA forms which include Pension claims and other forms relating to the Appeals process. The office also serves as a liaison with veterans' organizations and ensures compliance with all departments within the VA and all laws, procedures and policies that govern the processing of claims. The office also coordinates emergency financial assistance to veterans experiencing financial hardship.

GOALS AND OBJECTIVES

GOAL: To assist veterans, surviving spouses and dependents navigate the Veterans Affairs claims benefit system.

OBJECTIVE: Provide claims benefit assistance to 300 veterans, surviving spouses, and dependents.

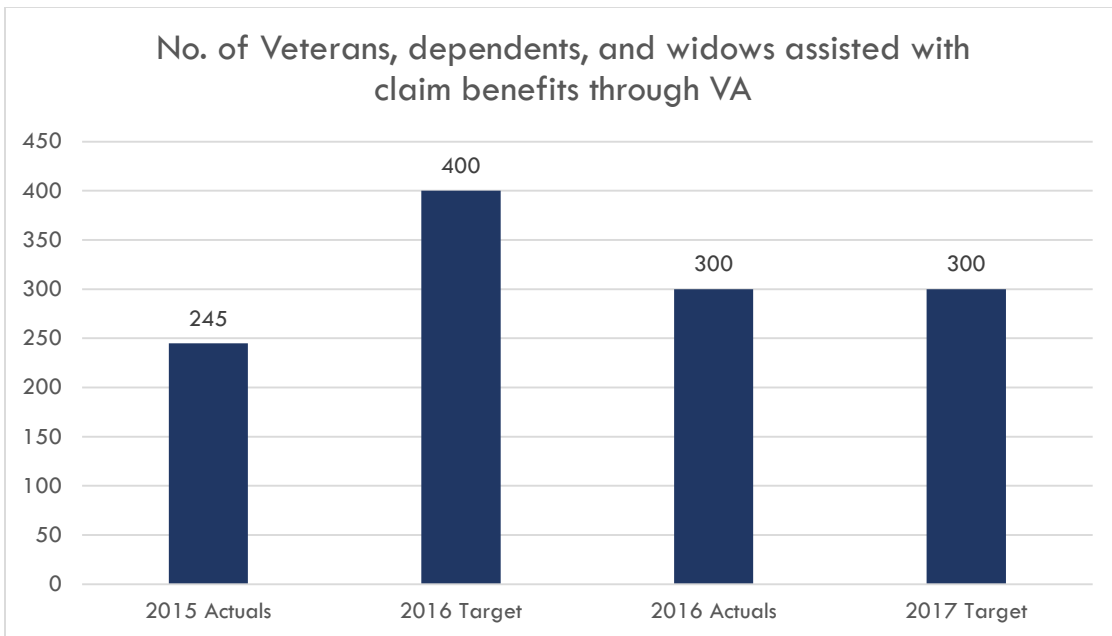
GOAL: To expand services in El Paso County to meet the evolving needs of generations of veterans.

OBJECTIVE: Provide emergency financial assistance to 75 active duty servicemen and women, veterans and surviving spouses.

VETERANS ASSISTANCE PROGRAM

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| No. of veterans, dependents and widows assisted with claims benefits through VA | 245 | 400 | 300 | 300 |
| Outcomes: | | | | |
| % increase/decrease of veterans assisted with benefits claims from prior year | | | N/A | 10% |
| % of assistance recidivism | | | N/A | 10% |



FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the budget hearings for FY17, Commissioners Court approved to create a new division, Veterans Assistance, which resulted in the transfer of some employees that were under the General Assistance account into the Veterans Assistance account.

VETERANS ASSISTANCE PROGRAM

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | \$ 198,338 | 100.00% |
| Operating | | | 6,800 | 100.00% |
| Capital | | | | - |
| Totals | \$ - | \$ - | \$ 205,138 | 100.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 11 | 10 | 9 | (10.00%) |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 11 | 10 | 9 | (10.00%) |

Authorized Position Detail

| | | | |
|---------------------------|---|----------------------------|---|
| Account Clerk Sr. | 1 | Eligibility Officer Inter. | 3 |
| Administrative Specialist | 2 | Eligibility, Sr. | 1 |
| Eligibility Officer | 2 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

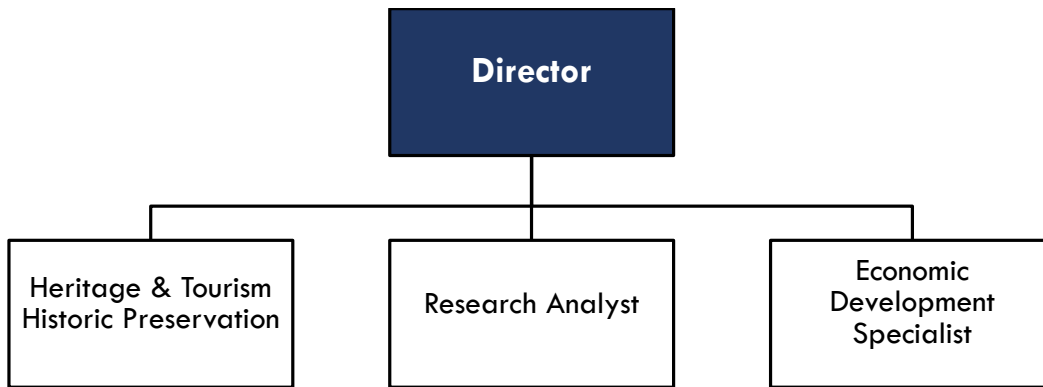
Resource Development



RESOURCE DEVELOPMENT
FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
WITH COMPARATIVE BUDGETS BY DEPARTMENT

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|---------------------------------|--------------|-------------|-------------|----------------|
| 359 | Economic Development | | \$142,056 | \$712,319 | 401.44% |
| 362 | PW - InfraStructure Development | 104,107 | 110,191 | 104,032 | (5.59%) |
| 363 | Texas Agrilife Extension | 243,528 | 306,446 | 291,983 | (4.72%) |
| | | | | | |
| | Totals | \$347,635 | \$558,693 | \$1,108,334 | 98.38% |

ECONOMIC DEVELOPMENT



MISSION STATEMENT

The Department's mission is to create measurable job opportunities by building on the current economic momentum through the promotion of a favorable business climate for new and existing industrial & commercial development, all while expanding the tax base, and improving the quality of life and prosperity of the county.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Economic Development Department was created and funded in FY 2016 and became active in FY 2017 for the purpose of increasing economic competitiveness, development, and to create new job opportunities within the county. The Department will take on such duties by promoting economic growth through the use of incentives, improving business recruitment/retention and increasing tourism attractions. Based on the Economic Development Action Agenda, the Department's role will be to become an important player in economic development by concentrating on a select number of initiatives.

GOALS AND OBJECTIVES

GOAL: Create the Economic Development Department Action plan that focuses on developing professional staff.

OBJECTIVE: To have 20 training hours for each staff per year to ensure the professional growth of staff to allow the County to be a stronger partner and advocate; and revamp the County's incentive policy.

GOAL: Heritage Tourism and Mission Trail Development.

OBJECTIVE: Initiate a Mission Trail Action Plan to fully develop the potential of the area.

GOAL: County Airport and Tornillo-Guadalupe Port of Entry.

OBJECTIVE: Maximize the development potential of the County Airport and the Tornillo Port of Entry.

ECONOMIC DEVELOPMENT

GOAL: Business Retention & Expansion Plan.

OBJECTIVE: Develop a BRE program to cultivate existing business and provide new prospects and enter into three 381 agreements per year and offer one incentive to support the creation of quality jobs and assist in a reduction of County-wide unemployment rate compared to the national rate.

GOAL: Comprehensive Regional Economic Development Strategy & Partnerships.

OBJECTIVE: To enhance the County’s participation level and public awareness by partnering with two government entities.

PERFORMANCE MEASURES

| Department Activity | 2017 Target |
|---|-------------|
| Average training hours per staff member | 20 |
| 381 agreements approved | 3 |
| Incentive Policy | 1 |

*as the Economic Development department was not active until FY 2017, there are no 2015 or 2016 actuals.

JUDGING SUCCESS

One of the county’s goals is: **Strong Growing Economy**. In alignment with the County’s Strategic Plan includes increasing economic competitiveness, development, and to create new job opportunities within the county.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the FY2016 the creation of the Economic Development department was approved by Commissioners Court as part of the County’s Strategic Plan to enhance the development of the County. During FY2017 the funding was increased for staffing and to fully fund the entire year.

| Financial Trends | | | | |
|------------------|--------------|-------------|-------------|----------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | | \$ 87,891 | \$ 416,505 | 373.89% |
| Operating | | 54,165 | 295,814 | 446.13% |
| Capital | | | | - |
| Totals | \$ - | \$ 142,056 | \$ 712,319 | 401.44% |

ECONOMIC DEVELOPMENT

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | 2 | 4 | 100.00% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | - | 2 | 4 | - |

Authorized Position Detail

| | | | |
|-----------------------|---|-----------------------------------|---|
| Economic Dev Director | 1 | Econ Dev Specialist | 1 |
| Research Analyst | 1 | Heritage Tourism/Historic Pres | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

PUBLIC WORKS – INFRASTRUCTURE DEVELOPMENT

INFRASTRUCTURE DEVELOPMENT

Infrastructure Development is a function of the Support Services division under the Public Works Department. The Department organizational chart and mission statement is reflected under the Public Works Department detailed in the “General Government” section.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

Infrastructure Development assesses community infrastructure needs, particularly water and wastewater services, develops action plans for project priorities, prepares grant proposals, and administers all grant funding and clearances for approved and funded projects.

GOALS AND OBJECTIVES

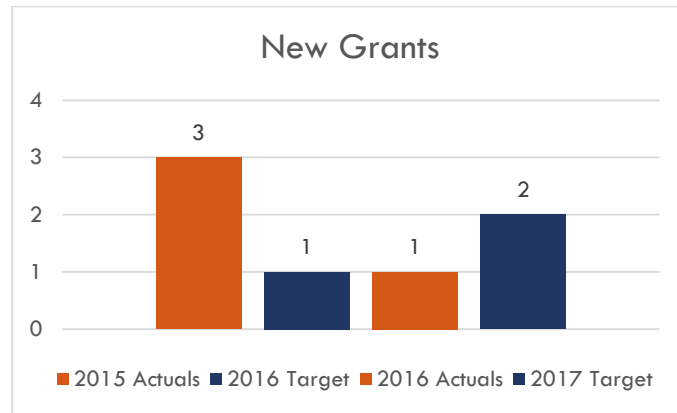
GOAL: Increase number of funding resources in response to identifies needs and implement funded projected efficiently, professionally and with citizen input from the community being served.

OBJECTIVE: Prepare funding proposals for infrastructure and community development programs, prepare documentation necessary for funded projects, as required by the grantor, and monitor contracts to ensure compliance requirements; maximize citizen participation through facilitation of public hearings and community meetings.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--------------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Strategic plan completion rate | 95% | 95% | 95% | 100% |
| Database completion rate | 95% | 95% | 95% | 100% |
| New grants | 3 | 1 | 1 | 2 |
| Community outreach activities | 18 | 10 | 13 | 13 |
| Compliance rate | 100% | 100% | 100% | 100% |
| Increase in Grants | 25% | 25% | 25% | 25% |
| Increase in Community Outreach | 5% | 25% | 30% | 25% |

PUBLIC WORKS – INFRASTRUCTURE DEVELOPMENT



FISCAL YEAR 2017 BUDGET HIGHLIGHTS

An adjustment was made to the operating equipment account and was based on the value of their inventory.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|---------------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 98,480 | \$ 96,912 | \$ 96,489 | (0.44%) |
| Operating | 5,627 | 13,279 | 7,543 | (43.20%) |
| Capital | | | | - |
| Totals | \$ 104,107 | \$ 110,191 | \$ 104,032 | (5.59%) |

Staffing Trends

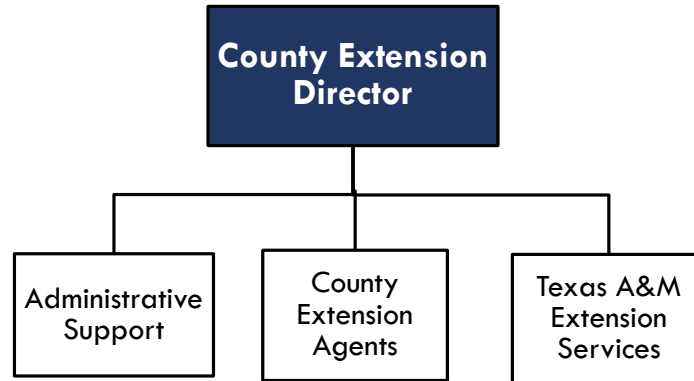
| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 1 | 1 | 1 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 1 | 1 | 1 | - |

Authorized Position Detail

| | |
|---------------------------|---|
| Infrastructure Prgm. Mgr. | 1 |
|---------------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

TEXAS AGRILIFE EXTENSION



MISSION STATEMENT

Improving the lives of people, businesses, and communities in El Paso County through high-quality and relevant outreach and continuing education programs

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

AgriLife Extension Service 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. AgriLife 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 agencies of The Texas A&M University System and 8 other state and local agencies, to bring the necessary resources to El Paso that will address local issues and solve local problems to improve people's lives.

GOALS AND OBJECTIVES

GOAL: 4-H Youth Development Program: To provide youth with learning opportunities those develop leadership and life skills.

OBJECTIVE: Target 300 club members from limited resource families; target private and public elementary schools and home-school youth with science-based curricula to supplement and support learning in agriculture and life sciences; engineering and technology, support and expand organized 4-H Club activities in urban and rural communities including Ft. Bliss. Total target of 25,000 educational contacts with 4-H and Youth Development programs.

GOAL: Commercial Agriculture: To provide extension educational programs, training, and technical support to El Paso area agricultural producers in a manner that enhances their sustainability, profitability, and competitiveness locally, nationally, and globally.

OBJECTIVE: Target 8,000 educational contacts through 150 local growers or more with educational programs that promote increased water use efficiency and improved crop

TEXAS AGRILIFE EXTENSION

quality and yield through better water and energy resources management and production practices; target 100 local growers or more with educational programs and demonstrations of efficient irrigation and fertilization practices in El Paso Valley; target pecan, cotton, wheat, chile, and alfalfa growers with educational programs and result demonstrations related to salt tolerance, efficient irrigation management, alternative crops and improved crop varieties.

GOAL: Nutrition Education: To improve the health and well being of limited resource families in El Paso County through educational programs related to nutrition, diet and health.

OBJECTIVE: Target 45,000 educational contacts by providing nutrition education lesson series to 2,500 limited resource families or more and targeting an additional 2,000 limited resource youth or more in El Paso with nutrition education lesson series and summer camp programs.

GOAL: Family and Consumer Services: To improve the quality of life for families in El Paso County through educational programs and services that includes parenting and child development, family development, family resource management, financial literacy, family emergency preparedness, obesity prevention, food safety, diet and nutrition, and health.

OBJECTIVE: Provide parenting education to parents of young children; target 500 or more of food stamp recipients with educational programs and training in nutrition education, food safety, stretching food dollars, dietary health, and other subject matter; target 350 parents and caregivers or more with training skills on parenting to help them better understand their children to handle situations in a positive manner; target 1,000 individuals/families on financial literacy and management. Assist Military Extension faculty serving Ft. Bliss on identified Family Consumer Science programs. Total target of 15,000 educational contacts for family and consumer science programs

GOAL: Natural Resources: To improve the quality of life for El Pasoans through educational programs services, and technical assistance related to natural resource conservation and protection, including parks and recreation development, waste management, environmental stewardship, water quality protection and conservation, increased green space, soil resource conservation; invasive species monitoring; and community beautification.

OBJECTIVE: Target a total of 5,000 educational contacts to include 200 or more of field maintenance staff from area schools and parks and recreation for Athletic Field Education Program; target homeowners and commercial pest control providers for Pesticide Use Safety Education to protect quality of our water resources; target developers, and neighborhoods on soil conservation, soil and water erosion control

TEXAS AGRILIFE EXTENSION

and natural resources conservation. Target 25 or more community volunteers with an interest in natural resources conservation with the Texas Master Naturalist Program.

GOAL: Community Development: To provide educational, technical support and assistance, targeting limited resource audiences, and promote the development of small businesses, eco-tourism, including agribusiness in El Paso County.

OBJECTIVE: Target 4,000 educational contacts by targeting 200 or more adults and youth with programs designed to improve agriculture awareness, target 400 or more adults and youth with programs designed to improve tourism and rural business development, including agribusiness; target 50 small business entrepreneurs in project development and capital sourcing.

GOAL: Integrated Pest Management: To use integrated approaches to pest management, increase crop profitability, reduce pesticide use, and protect the environment through training, technical assistance, and educational support for El Paso County agricultural producers and urban audience.

OBJECTIVE: Target 10,000 educational contacts by targeting 30 or more pecan growers and 40 or more cotton/wheat growers, encouraging the application of a new technology that improves profitability and reduces pesticide use. Target 150 commercial urban pesticide applicators on updated technology/information and safety for in-home and outdoor pest management.

GOAL: Horticulture: To improve the quality of life for El Pasoans through educational programs, services and technical assistance related to urban horticulture, including ornamental horticulture, home gardens, increased green space, parks development, urban water conservation, community beautification and commercial fruit production in the County.

OBJECTIVE: Target 25 or more community volunteers with an interest in gardening with a structured volunteer program, the Texas Master Gardener Program; target 70 or more current Master Gardeners with continuing education programs to keep them up to date on horticultural principles and practices; target 500 or more homeowners with urban landscape design schools that provide recommendation for attractive

OBJECTIVE: Landscapes with low water requirements; target 200 commercial and public landscape maintenance staff on relevant landscape management recommendations. Target 25,000 educational contacts for urban horticulture.

TEXAS AGRILIFE EXTENSION

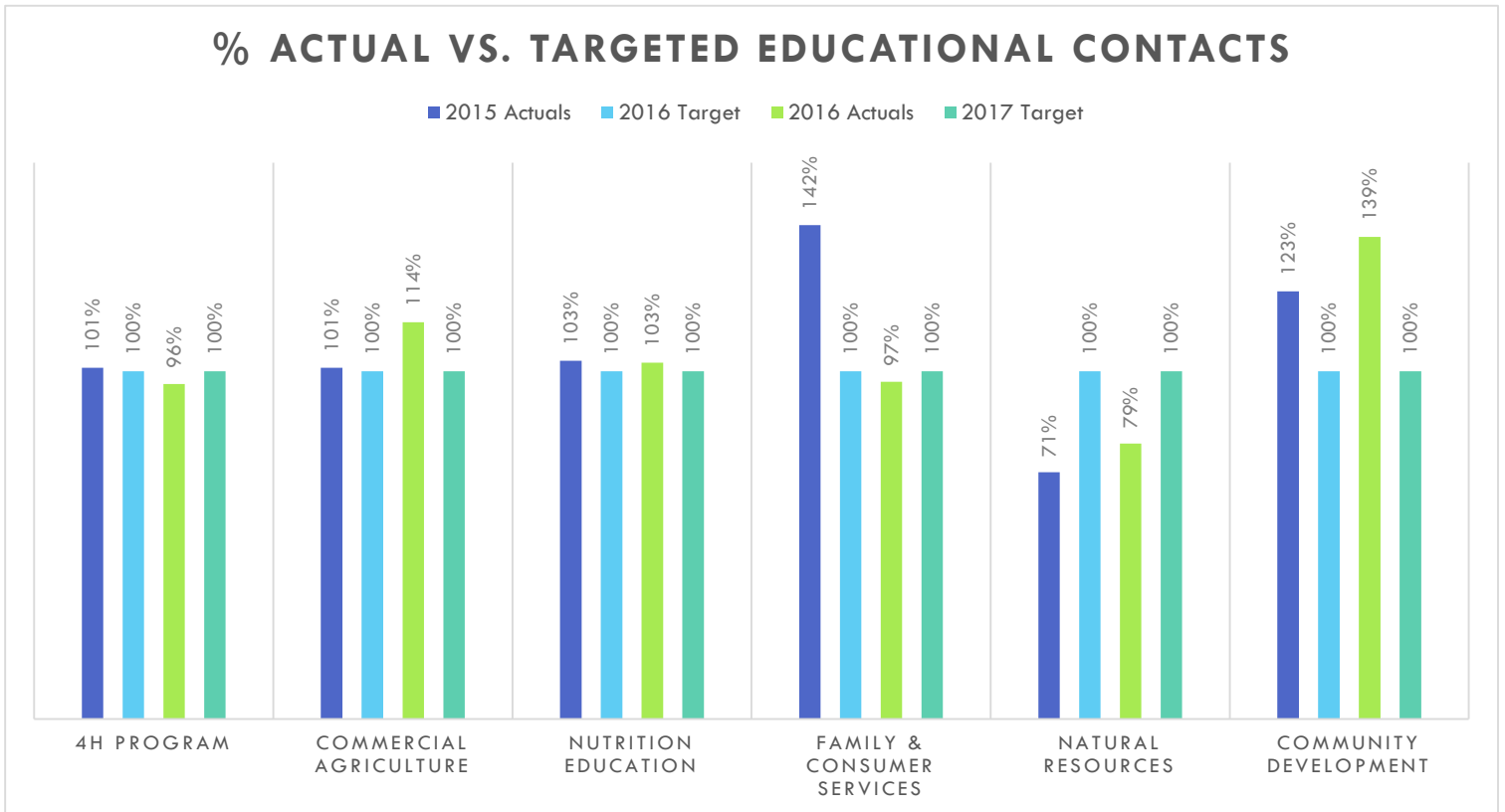
PERFORMANCE MEASURES

NOTE: Actual Department Activity reported in the table below are for period January to October 2016. Several programs will report final numbers upon completion of program evaluation in December.

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-------------------------|------------------------|-------------------------|------------------------|
| Department Activity | | | | |
| 4-H Youth Development | | | | |
| Number of educational contacts | 25,274 | 25,000 | 24,092 | 25,000 |
| Number of youth participants in science based educational curriculum | 19,114 | 15,000 | 14,788 | 15,000 |
| Special Interest groups participants | 5,712 | 3,000 | 8,877 | 5,000 |
| Club Members | 448 | 300 | 427 | 300 |
| Commercial Agriculture | | | | |
| Number of educational contacts | 8,075 | 8,000 | 9,125 | 8,000 |
| Nutrition Education | | | | |
| Number of educational contacts | 46,218 | 45,000 | 46,131 | 45,000 |
| Family & Consumer Services | | | | |
| Number of educational contacts | 21,314 | 15,000 | 14,548 | 15,000 |
| Natural Resources | | | | |
| Number of educational contacts | 5,662 | 8,000 | 6,334 | 5,000 |
| Community Development | | | | |
| Number of educational contacts | 3,675 | 3,000 | 4,158 | 4,000 |
| Integrated Pest Management | | | | |
| Number of educational contacts | 14,303 | 10,000 | 11,238 | 10,000 |
| Horticulture | | | | |
| Number of educational contacts | 28,656 | 25,000 | 27,014 | 25,000 |
| Hours of volunteer community service | 14,850 | 12,000 | 15,322 | 12,000 |

TEXAS AGRILIFE EXTENSION

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Outcomes: | | | | |
| % actual vs. targeted educational contacts | | | | |
| 4H Program | 101% | 100% | 96% | 100% |
| Commercial Agriculture | 101% | 100% | 114% | 100% |
| Nutrition Education | 103% | 100% | 103% | 100% |
| Family & Consumer Services | 142% | 100% | 97% | 100% |
| Natural Resources | 71% | 100% | 79% | 100% |
| Community Development (% targeted population vs. actual contracts) | 123% | 100% | 139% | 100% |
| Department Activity Outputs: | | | | |
| Integrated Pest Management | 143% | 100% | 112% | 100% |
| Urban Agriculture Program | 115% | 100% | 108% | 100% |



TEXAS AGRILIFE EXTENSION

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

The salary accounts were adjusted to meet the full year staffing needs for FY17.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 230,467 | \$ 281,917 | \$ 272,154 | (3.46%) |
| Operating | 13,061 | 24,529 | 19,829 | (19.16%) |
| Capital | | | | - |
| Totals | \$ 243,528 | \$ 306,446 | \$ 291,983 | (4.72%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 8 | 8 | 8 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 8 | 8 | 8 | - |

Authorized Position Detail

| | | | |
|---------------------------|---|---------------------------|---|
| Admin Services Manager | 1 | CEA Fam. Consumer Science | 1 |
| Admin Specialist, Int. | 1 | CEA Horticulture | 1 |
| CEA 4-H&Youth Development | 1 | County Extension Director | 1 |
| CEA Agriculture | 1 | Office Assistant | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.



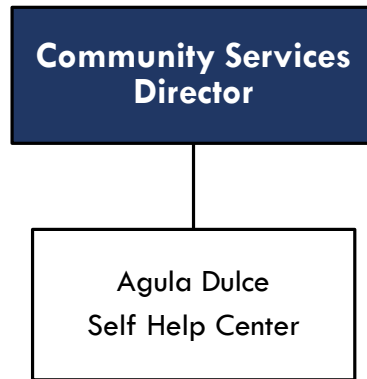
Culture and Recreation



CULTURE AND RECREATION
FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
WITH COMPARATIVE BUDGET BY DEPARTMENTS

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|--|--------------|-------------|-------------|----------------|
| 371 | Agua Dulce Self Help Center | \$7,641 | \$12,074 | \$12,074 | - |
| | Parks and Special Events | | | | |
| 374 | Parks and Special Events | \$718 | \$1,219,830 | \$166,715 | (86.33%) |
| 379 | Ascarate Park Operations | | | 330,846 | 100.00% |
| 381 | Ascarate Golf Course Op | | | 400,706 | 100.00% |
| 384 | Sportspark Operations | | | 334,198 | 100.00% |
| 387 | Swimming Operations | | | 66,721 | 100.00% |
| 390 | Parks & Fabens Comm Center Maint Operations | 3,716,545 | 3,833,334 | 4,343,251 | 13.30% |
| | | | | | |
| | Totals | \$3,724,904 | \$5,065,238 | \$5,654,511 | 11.63% |

AGUA DULCE SELF HELP CENTER



MISSION STATEMENT

To build trust, adapt to an evolving community and provide a safe and healthy quality of life to El Paso County families. To delivery innovating and sustainable solutions that will provide a long-lasting impact in the County's Rural Communities.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This index is used to account for expenditures, mainly utilities, for the operation of the Agua Dulce Self Help Center. However, the center's intent is to build community capacity through a variety of programs that enable county residents that reside within targeted colonia communities to improve the quality of life and increase self-sufficiency. These programs are primarily for persons/households of low and moderate income and are mainly funded through grants.

GOALS AND OBJECTIVES

GOAL: To increase center participation by a minimum of 200 colonia residents by September 30, 2017.

OBJECTIVE: Collaborate with 5 new agencies.

OBJECTIVE: Expand outreach efforts.

OBJECTIVE: Host annual community fair.

GOAL: Complete the construction of nine (9) homes from start to finish with family's ability to move in by September 30, 2017.

OBJECTIVE: Identify three families eligible to receive county assistance by December 31, 2016.

OBJECTIVE: Intake completion by December 31, 2016.

OBJECTIVE: Submit for procurement to Purchasing Department by January 31, 2017.

AGUA DULCE SELF HELP CENTER

OBJECTIVE: Initiate bidding process by February 28, 2017.

GOAL: Complete eight (8) homes rehabilitations from start to finish by September 30, 2017.

OBJECTIVE: Identify three families eligible to receive county assistance by December 31, 2016.

OBJECTIVE: Intake completion by December 31, 2016.

OBJECTIVE: Submit for procurement to Purchasing Department by January 31, 2017.

OBJECTIVE: Initiate bidding process by February 28, 2017.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Center Participation | N/A | 1 | 168 | 2 |
| Complete the construction of (9) homes | N/A | 3 homes (40%) | 0 homes | 9 homes |
| Complete the rehabilitation of (9) homes | N/A | 3 homes (40%) | 0 homes | 9 homes |
| Solid Waste Program | | | | |
| Campaigns and Events | 4 | 3 | 3 | N/A |
| Pounds collected of solid waste | 439,040 | 520,000 | 509,400 | N/A |
| Tool lending Library - check outs | 265 | 135 | 250 | 175 |
| Technology Center Access | 635 | 735 | 614 | 500 |
| NOTE: Program funds are expended and activities are implemented and goals are accomplished throughout the grant funding contract period of 4 years; September 29, 2014 to September 29, 2018. For example; the goal is to collect 350,000 lbs of solid waste within 4 years starting September 29, 2014. | | | | |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 7,641 | \$ 12,074 | \$ 12,074 | - |
| Capital | | | | - |
| Totals | \$ 7,641 | \$ 12,074 | \$ 12,074 | - |

AGUA DULCE SELF HELP CENTER

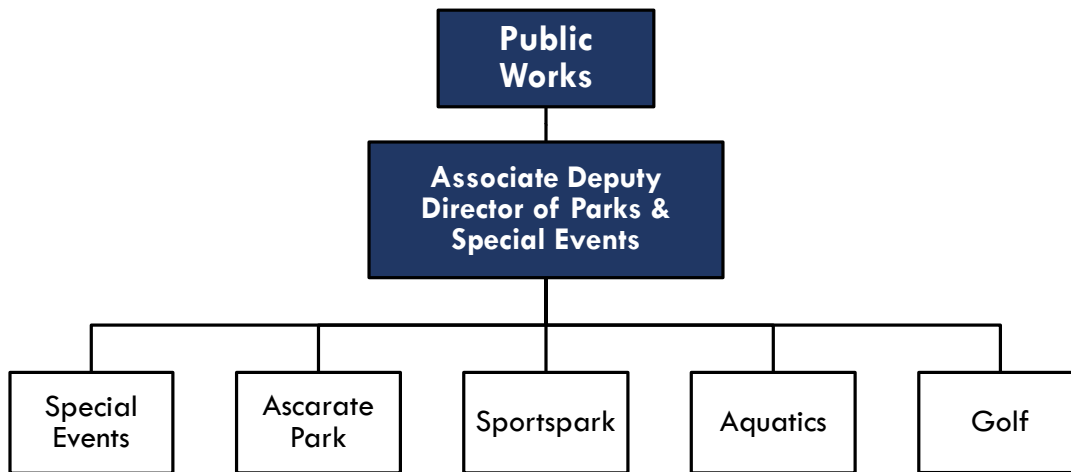
Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

PARKS AND SPECIAL EVENTS



MISSION STATEMENT

The mission of the El Paso County Parks and Special Events Division is to provide a safe, healthy, and enjoyable recreation environment for all El Pasoans. By providing a rich mix of cultural, recreational, and social opportunities, citizens of El Paso County and their visitors can enjoy an enhanced quality of life.

This Division falls under the Public Works Department.

DIVISION DESCRIPTION & RESPONSIBILITIES

The Division oversees all recreational and special event bookings, programming, and operations for El Paso County-owned parks. The overall responsibility includes ten (10) parks with seven hundred and sixty-five (765) acres; a 27-hole golf course; a 10-field, 45-acre baseball and softball sports complex; three swimming pools; and a 400-acre regional park with a 50-acre surface lake used to host 5k runs, car shows, music concerts, fishing events, and various community events.

GOALS AND OBJECTIVE

GOAL: To meet the leisure needs of County citizens, guests, and visitors through the provision of high quality recreational facilities and an extensive array of recreational opportunities and special events.

OBJECTIVE: To license and host fifty (50) special events across the parks system.

GOAL: To provide information and assistance that connects residents, human services professionals, and community organizations to programs, services, and resources that meet individual and community recreational opportunities.

OBJECTIVE: To increase direct correspondence list to one thousand (1,000) subscribers.

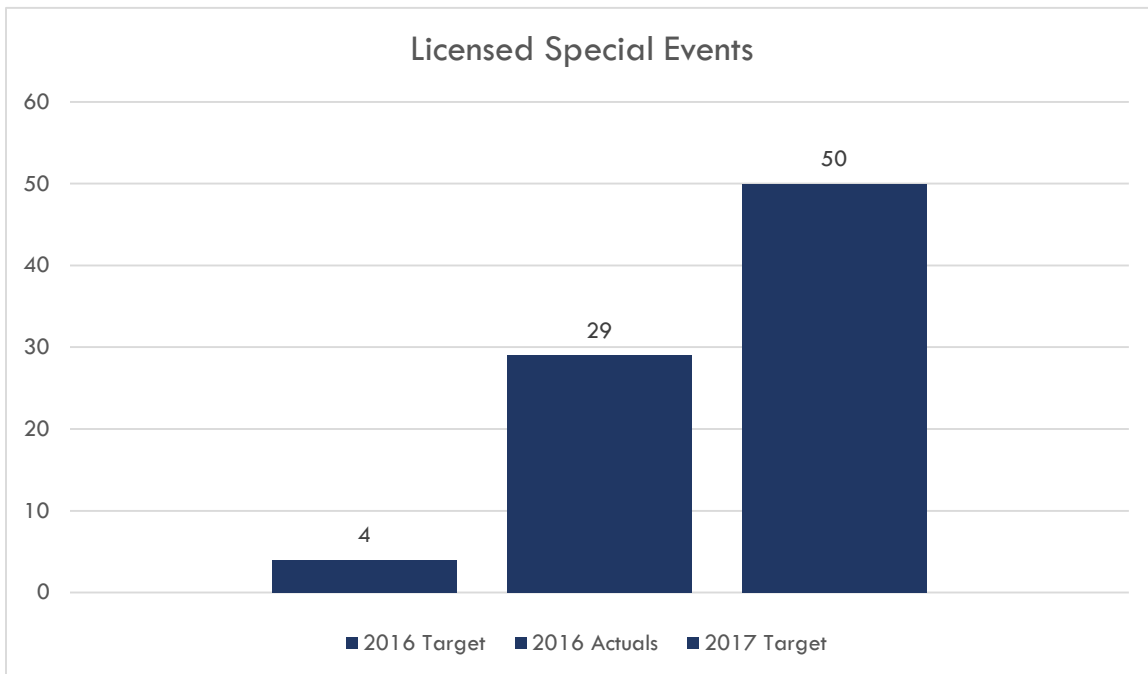
PARKS AND SPECIAL EVENTS

- OBJECTIVE:** To increase by twenty-five (25) percent the engagement rate across social media platforms.
- OBJECTIVE:** To increase by fifteen (15) percent the Organic conversion rate of social media.
- OBJECTIVE:** To consolidate web presence into single, informational page for public reference within one hundred and twenty (120) days.
- GOAL:** To develop customer service and satisfaction metrics.
- OBJECTIVE:** To develop an online survey for parks programming, Ascarate Golf Course, Aquatics, Special Events, and the Sportspark to engage clients and guests within one hundred and twenty (120) days.
- GOAL:** To utilize special event best-practices and community building approaches in the delivery of a range of community-based services that meet the needs of youth, families, older adults, and persons with special needs throughout the County.
- OBJECTIVE:** To develop and host eight (8) free community events throughout the year, two per precinct.
- OBJECTIVE:** To increase by eight (8) events and utilize projector and screen kit to expand the movie series to ten (10) events across the parks system.
- OBJECTIVE:** To create a 4-part “Concert by the Lake” series between the months of May and August showcasing different music genres by local artists.
- OBJECTIVE:** To partner with the City to host and promote special events.
- GOAL:** To increase overall special event revenues compared to FY16 revenues by 60%.
- OBJECTIVE:** To increase event license fees to \$130,000.
- OBJECTIVE:** To increase cost-recovery on event manager staffing to \$20,000.
- OBJECTIVE:** To increase cost-recovery on operations staffing to \$10,000.
- OBJECTIVE:** To increase cost-recovery on housekeeping staffing to \$10,000.
- OBJECTIVE:** To increase cost-recovery on parks inventory to \$6,000.
- OBJECTIVE:** To increase special event related parking revenue to \$324,000.

PARKS AND SPECIAL EVENTS

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Outputs | | | | |
| Number of special events developed | - | 1 | 1 | 4 |
| Number of free community events hosted | - | 0 | 4 | 16 |
| Number of special events licensed | - | 4 | 29 | 50 |
| Number of event special event days | - | 5 | 46 | 75 |
| Total visitors at special events | - | 6,300 | 101,000 | 200,000 |
| Special event license fee revenue generated | - | \$6,900 | \$95,360 | \$130,000 |
| New parking revenue generated | - | \$13,000 | \$195,030 | \$324,000 |
| Total special event revenue | - | \$19,900 | \$308,957 | \$505,000 |
| % increase in special event revenue | - | - | - | 60% |



PARKS AND SPECIAL EVENTS

JUDGING SUCCESS

One of the County's goals is: **Vibrant Community**. The Parks and Special Events department intends to increase the number of special events developed for the Community. Additionally, by increasing the number of free community events, the County is contributing to establishing a vibrant community.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Licensed and hosted twenty-nine (29) special events at Ascarate Regional Park contributing \$308,000 in special event revenue to the General Fund.
- Recruited and hired a Special Events Coordinator, a Marketing Specialist, an Aquatics Manager, and two (2) Operations Specialists bringing the Division to 100% staffing levels.
- Purchased a projector and inflatable outdoor screen for use as part of the Movies by the Lake series. \$65,000 was allocated in CIP funds; Division spent \$49,000 for all items needed, saving taxpayers \$16,000.
- Hosted the Sun City Fair at Ascarate Regional Park, a 17-day event contributing \$171,000 in special event revenue.
- Worked in collaboration with Public Works to develop a renovation plan for the County parks system. The 3-phase, \$64 million project allows for greater use of parks facilities for special events, league and tournament play, and general day-use.
- Reassessed fee schedule for County Park venues. Presented a comprehensive overhaul of all fees to Commissioners Court for review and approval. Of the 148 changes, 6% were increases, 17% decreases, 3% removal of services offerings, and 74% were new or revised service offerings.
- Started the request for proposal process for a new recreation management software.
- Started the request for proposal process for a concessions provider at the Ascarate Golf Course and Sportspark.
- Allocated 436 hours to staff professional development, to include online and classroom trainings, week-long schoolhouse-type, and El Paso County Leadership Academy.
- Completed the request for proposal process to replace our fleet of electric golf carts.
- Worked with Public Works to renovate the Ascarate Admin Building, increasing overall usable staff workspace.
- Completed the \$2.3 million renovation to the Sportspark. This included finishing the upstairs restaurant space, pro shop, and batting cages.
- Converted seasonal Cashier/Attendants to regular employees.

PARKS AND SPECIAL EVENTS

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the FY17 budget process the Budget and Fiscal Policy Office and the Public Works Director worked to split out the non-maintenance operating costs of running the Ascarate Regional County Park, Ascarate Golf Course, Sportspark, and Swimming accounts from the Parks & Special Events account for tracking purposes. Additional meetings were held after the department's original request and adjustments were made as a result of the meeting.

Financial Trends

| | 2015 | 2016 | 2017 | Percent |
|-----------|---------------|---------------------|-------------------|-----------|
| Character | Actuals | Budget | Budget | Change |
| Personnel | \$ 718 | \$ 874,191 | \$ 121,702 | (86.08%) |
| Operating | | 323,639 | 45,013 | (86.09%) |
| Capital | | 22,000 | | (100.00%) |
| Totals | <u>\$ 718</u> | <u>\$ 1,219,830</u> | <u>\$ 166,715</u> | (86.33%) |

Staffing Trends

| | 2015 | 2016 | 2017 | Percent |
|----------------------|----------|-----------|----------|-----------|
| Authorized Positions | Amend | Amend | Adopt | Change |
| Full-Time Employees | 1 | 12 | 3 | (75.00%) |
| Part-Time Employees | | 2 | 4 | 100.00% |
| Temporary Employees | | 2 | | (100.00%) |
| Totals | <u>1</u> | <u>16</u> | <u>7</u> | (56.25%) |

Authorized Position Detail

| | | | |
|-------------------------|---|-----------------------|---|
| Cashier/Attendant, Int. | 1 | Operations Specialist | 2 |
| Cashier/Attendant, Int. | 2 | Special Events Coord. | 1 |
| Marketing Specialist | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

ASCARATE PARK OPERATIONS

ASCARATE PARK DESCRIPTION & RESPONSIBILITIES

Ascarate Park is the largest park in El Paso County and is home to the administrative offices of the County’s Parks and Special Events Division. The 400-acre regional park is host to programmed and un-programmed recreation uses and special events. The overall responsibility includes a 27-hole golf course; an Olympic-size swimming complex; a 20-acre Festival Area, and a 50-acre surface lake used to host 5k runs, car shows, music concerts, fishing events, and various community events.

GOALS AND OBJECTIVE

- GOAL:** To develop customer service and satisfaction metrics.
- OBJECTIVE:** To develop an online survey for parks programming, Ascarate Golf Course, Aquatics, Special Events, and the Sportspark to engage clients and guests within one hundred and twenty (120) days.
- OBJECTIVE:** To develop baselines and increase overall satisfaction by 10%.
- GOAL:** To develop an internship program.
- OBJECTIVE:** To partner with local universities to provide real-world challenges and opportunities related to parks and special events programming with a minimum of 5 interns per year.

PERFORMANCE MEASURES

| | 2015 | 2016 | 2016 | 2017 |
|-----------------------------------|---------|--------|---------|--------|
| | Actuals | Target | Actuals | Target |
| Department Activity | | | | |
| Outputs | | | | |
| Amount of online surveys received | - | - | - | 500 |
| Increase customer service surveys | - | - | - | 10% |
| Internship Staffing Level | - | - | - | 5 |

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Recruited and hired a Special Events Coordinator, a Marketing Specialist, an Aquatics Manager, and two (2) Operations Specialists bringing the Division to 100% staffing levels.
- Allocated 436 hours to staff professional development, to include online and classroom trainings, week-long schoolhouse-type, and El Paso County Leadership Academy.
- Completed the request for proposal process to replace our fleet of electric golf carts.
- Worked with Public Works to renovate the Ascarate Admin Building, increasing overall usable staff workspace.
- Converted seasonal Cashier/Attendants to regular employees.

ASCARATE PARK OPERATIONS

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the FY17 budget process the Budget and Fiscal Policy Office and the Public Works Director worked to split out the non-maintenance operating costs of running the Ascarate Regional County Park, Ascarate Golf Course, Sportspark, and Swimming accounts from the Parks & Special Events account for tracking purposes. Additional meetings were held after the department's original request and adjustments were made as a result of the meeting.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | \$ 272,089 | 100.00% |
| Operating | | | 58,757 | 100.00% |
| Capital | | | | - |
| Totals | \$ - | \$ - | \$ 330,846 | 100.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | | | 4 | 100.00% |
| Part-Time Employees | | | 2 | 100.00% |
| Temporary Employees | | | | - |
| Totals | - | - | 6 | 100.00% |

Authorized Position Detail

| | | | |
|------------------------|---|-----------------------------|---|
| Account Clerk | 1 | Admin. Assistant, Senior | 1 |
| Admin Services Manager | 1 | Assoc. Deputy Dir. Pk & Spe | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

ASCARATE GOLF COURSE OPERATIONS

ASCARATE GOLF COURSE DESCRIPTION & RESPONSIBILITIES

Ascarate Municipal Golf Course is a 27-hole facility. Designed by golf course architect George Hoffman, the doors were open for business in 1955. Our “MAIN 18” measures out at a challenging 6,579 yards from the Blue Tees with a PAR 71. Our “DELTA 9” is a short 9-hole course that measures 2,657 yards from the white tees and plays to a PAR 36. The lighted practice facility consists of our driving range, three putting greens, two chipping greens and one practice bunker. It is the responsibility of the Ascarate Golf Course to provide safe and healthy recreational opportunities and grow the game of golf through community outreach and junior golf programs.

The Ascarate Golf Course falls under the Parks and Special Events Division of Public Works.

GOALS AND OBJECTIVE

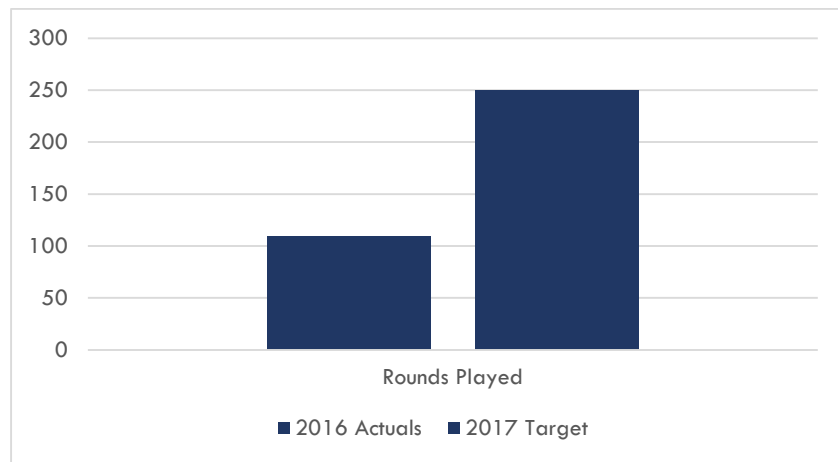
- GOAL:** To develop and host County-sponsored tournaments.
- OBJECTIVE:** To host six (6) tournaments throughout the year to include partnering with other County Departments to host their events at the Ascarate Golf Course.
- OBJECTIVE:** To increase tournament revenues by 15%.
- OBJECTIVE:** To develop a footgolf tournament.
- GOAL:** To utilize the new approved fee schedule to increase rounds played.
- OBJECTIVE:** To sell additional monthly, quarterly, annual, and winter memberships.
- OBJECTIVE:** To increase golf cart revenues by 15%
- GOAL:** To utilize golf industry best-practices and community building approaches in the delivery of a range of community-based services that meet the needs of youth, families, older adults, and persons with special needs throughout the County.
- OBJECTIVE:** To provide ongoing lessons and one (1) quarterly “learn to play” event

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs | | | | |
| Number of tournaments hosted | - | - | 58 | 65 |
| Number of new tournaments hosted | - | - | 1 | 5 |
| Number of tournaments developed | - | - | 0 | 6 |
| Number of golf rounds played | - | - | 26,563 | 27,500 |

ASCARATE GOLF COURSE OPERATIONS

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-------------------------|------------------------|-------------------------|------------------------|
| Outputs | | | | |
| Number of footgolf rounds played | - | - | 109 | 250 |
| Number of golf cart rentals | - | - | 31,319 | 32,000 |
| Number of members | - | - | 123 | 150 |
| Number of lessons taught by Golf Pro | - | - | 550 | 650 |
| Number of special events hosted | - | - | 1 | 6 |
| Total visitors at Ascarate Golf Course | - | - | 30,750 | 35,000 |
| Golf cart fuel usage (gal) | - | - | 3,191.60 | 3,500 |



FISCAL YEAR 2016 ACCOMPLISHMENTS

- Started the request for proposal process for a new recreation management software.
- Started the request for proposal process for a concessions provider at the Ascarate Golf Course.
- Completed the request for proposal process to replace our fleet of electric golf carts.
- Developed tournament standard operating procedures to assist with business development practices.
- Promoted one (1) staffer and hired an additional Cashier/Attendant.
- Received \$1,300 in donations from the Ascarate Golf Course Association for course improvements.
- Developed and hosted a “Screen on the Green” movie event on the driving range.

ASCARATE GOLF COURSE OPERATIONS

FISCAL YEAR 2016 ACCOMPLISHMENTS, Continued

- Reassessed fee schedule for County Park venues. Presented a comprehensive overhaul of all fees to Commissioners Court for review and approval. Of the 148 changes, 6% were increases, 17% decreases, 3% removal of services offerings, and 74% were new or revised service offerings.
- Hosted the First Tee Prices Junior Tournament, a premier junior tournament in the region.
- Through donations, developed and built a FootGolf course on the Delta-9.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the FY17 budget process the Budget and Fiscal Policy Office and the Public Works Director worked to split out the non-maintenance operating costs of running the Ascarate Regional County Park, Ascarate Golf Course, Sportspark, and Swimming accounts from the Parks & Special Events account for tracking purposes. Additional meetings were held after the department's original request and adjustments were made as a result of the meeting.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | \$ 256,206 | 100.00% |
| Operating | | | 144,500 | 100.00% |
| Capital | | | | - |
| Totals | \$ - | \$ - | \$ 400,706 | 100.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | | | 4 | 100.00% |
| Part-Time Employees | | | 2 | 100.00% |
| Temporary Employees | | | | - |
| Totals | - | - | 6 | 100.00% |

Authorized Position Detail

| | | | |
|--------------------------|---|-------------------|---|
| Cashier/Attendant, Int. | 4 | Golf Professional | 1 |
| Golf Pro Shop Supervisor | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

SPORTSPARK OPERATIONS

SPORTSPARK DESCRIPTION & RESPONSIBILITIES

The Sportspark is a forty-five (45) acre, ten (10) field complex with batting cages, pro shop, quick service concessions, and an upstairs restaurant. Serving as a state-of-the-art tournament facility, the Sportspark also host local youth and adult leagues throughout the year.

The Sportspark falls under the Parks and Special Events Division of Public Works.

GOALS AND OBJECTIVE

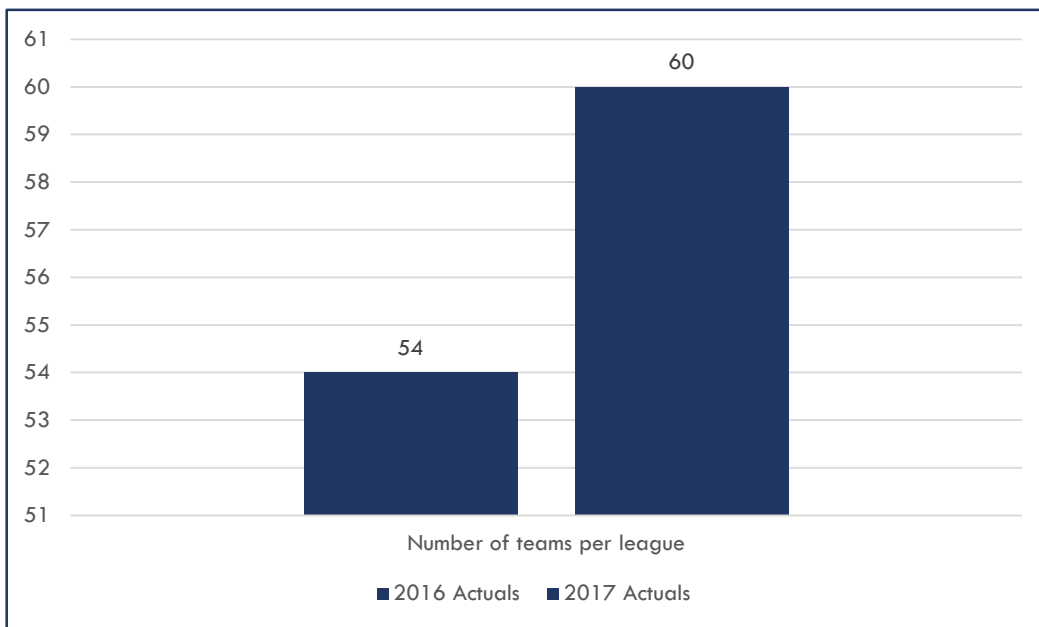
- GOAL:** To develop and host County-sponsored tournaments.
- OBJECTIVE:** To host six (6) tournaments throughout the year to include partnering with other County Departments to host their events at the Sportspark.
- OBJECTIVE:** To increase tournament revenues by 15%.
- GOAL:** To expand league play at the Sportspark.
- OBJECTIVE:** To increase the number of teams in each league by 10% and increase the number of leagues offered by 1 league.
- GOAL:** To develop marketing assets to promote Sportspark programming and opportunities.
- OBJECTIVE:** To Increase direct correspondence list to one thousand (1,000) subscribers.
- OBJECTIVE:** To increase the engagement rate across social media platforms by 25%.
- OBJECTIVE:** To increase the Organic conversion rate of social media by 15%.
- OBJECTIVE:** To consolidate web presence into single, informational page for public reference within one hundred and twenty (120) days.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--------------------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs | | | | |
| Number of visitors to the Sportspark | - | - | 260,000 | 400,000 |
| Number of tournaments hosted | - | - | 8 | 16 |
| Number of new tournaments hosted | - | - | 5 | 5 |
| Number of special events hosted | - | - | 2 | 4 |

SPORTSPARK OPERATIONS

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Outputs | | | | |
| Number of leagues hosted | - | - | 3 | 4 |
| Number of teams per league (average) | - | - | 54 | 60 |
| Total batting cage revenue | - | - | \$444 | \$10,000 |
| Total revenue | - | - | \$450,000 | \$900,000 |
| Number of subscribers to distribution list | - | - | - | \$1,000 |



FISCAL YEAR 2016 ACCOMPLISHMENTS

- Reassessed fee schedule for County Park venues. Presented a comprehensive overhaul of all fees to Commissioners Court for review and approval. Of the 148 changes, 6% were increases, 17% decreases, 3% removal of services offerings, and 74% were new or revised service offerings.
- Completed the \$2.3 million renovation to the Sportspark. This included finishing the upstairs restaurant space, pro shop, and batting cages.
- Promoted two (2) staff and converted seasonal Cashier/Attendants to regular employees.

SPORTSPARK OPERATIONS

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the FY17 budget process the Budget and Fiscal Policy Office and the Public Works Director worked to split out the non-maintenance operating costs of running the Ascarate Regional County Park, Ascarate Golf Course, Sportspark, and Swimming accounts from the Parks & Special Events account for tracking purposes. Additional meetings were held after the department's original request and adjustments were made as a result of the meeting.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | \$ 120,901 | 100.00% |
| Operating | | | 213,297 | 100.00% |
| Capital | | | | - |
| Totals | \$ - | \$ - | \$ 334,198 | 100.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | | | 4 | 100.00% |
| Part-Time Employees | | | 2 | 100.00% |
| Temporary Employees | | | | - |
| Totals | - | - | 6 | 100.00% |

Authorized Position Detail

| | | | |
|------------------------|---|-------------------|---|
| Admin Specialist, Int. | 1 | Cashier/Attendant | 4 |
| League Manager | 1 | | |

*Refer to Appendix A for detail on personnel changes for this Department.

SWIMMING OPERATIONS

AQUATICS DESCRIPTION & RESPONSIBILITIES

The Aquatics Program operates three pools located in Fabens, Canutillo, and Ascarate Regional Park. Aquatics programming consists of open swim, swim team practice, private facility rentals, swim meets, and special events. The Program looks to expand into teaching swim lessons.

The Aquatics Program falls under the Parks and Special Events Division of Public Works.

GOALS AND OBJECTIVE

GOAL: To increase pool utilization at all aquatics facilities.

OBJECTIVE: To increase the average daily attendance by 50%.

OBJECTIVE: To increase the rental of tents by 50%.

OBJECTIVE: To increase the private use of the aquatics facilities by 50%.

GOAL: To expand recreational and special event opportunities.

OBJECTIVE: To create a six (6) week “learn to swim” programming for all age groups with a minimum of sixteen (16) attendees.

OBJECTIVE: To develop and host two (2) special events with a minimum of fifty (50) attendees.

GOAL: To develop equitable policies for reservation and use of aquatics facilities.

OBJECTIVE: To increase reservation capacity through creation of a reservation matrix for all interested parties by 25%.

GOAL: To develop marketing assets to promote aquatics programming and opportunities.

OBJECTIVE: To Increase direct correspondence list to one thousand (1,000) subscribers.

OBJECTIVE: To increase the engagement rate across social media platforms by 25%.

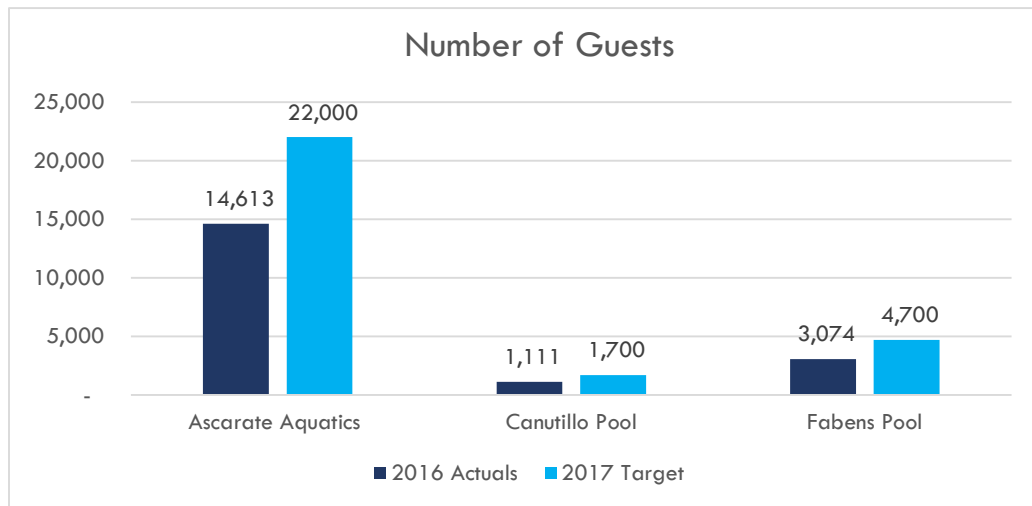
OBJECTIVE: To increase the Organic conversion rate of social media by 15%.

OBJECTIVE: To consolidate web presence into single, informational page for public reference within one hundred and twenty (120) days.

SWIMMING OPERATIONS

PERFORMANCE MEASURES

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Outputs | | | | |
| Number of guests to Ascarate Aquatics Center | - | - | 14,613 | 22,000 |
| Number of guests to Canutillo Pool | | | 1,111 | 1,700 |
| Number of guests to Fabens Pool | - | - | 3,074 | 4,700 |
| Number of special events hosted | - | - | 1 | 2 |
| Number of tent rentals (season) | - | - | 30 | 60 |
| Number of swim meets held | - | - | 1 | 2 |
| Number of subscribers to distribution list | - | - | 0 | 1,000 |
| Total revenue of all pools | - | - | \$44,700 | \$100,000 |
| Total Thursday Night Family Night attendance | - | - | 1,956 | 3,500 |



FISCAL YEAR 2016 ACCOMPLISHMENTS

- Successfully hosted a three (3) day swim meet with over 1,000 guests in attendance
- Hired a full-time Aquatics Manager. Sent Manager to a three (3) day Aquatics Conference where she learned industry insights and best-practices.
- Maintenance completed necessary repairs (contracted) to all three pools. Opening of the season was delayed by forty-five (45) days.

SWIMMING OPERATIONS

- Reassessed fee schedule for County Park venues. Presented a comprehensive overhaul of all fees to Commissioners Court for review and approval. Of the 148 changes, 6% were increases, 17% decreases, 3% removal of services offerings, and 74% were new or revised service offerings.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

During the FY17 budget process the Budget and Fiscal Policy Office and the Public Works Director worked to split out the non-maintenance operating costs of running the Ascarate Regional County Park, Ascarate Golf Course, Sportspark, and Swimming accounts from the Parks & Special Events account for tracking purposes. Additional meetings were held after the department's original request and adjustments were made as a result of the meeting.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | \$ 50,787 | 100.00% |
| Operating | | | 15,934 | 100.00% |
| Capital | | | | - |
| Totals | \$ - | \$ - | \$ 66,721 | 100.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | | | 1 | 100.00% |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | - | - | 1 | 100.00% |

Authorized Position Detail

| | |
|------------------|---|
| Aquatics Manager | 1 |
|------------------|---|

*Refer to Appendix A for detail on personnel changes for this Department.

PARKS AND FABENS COMMUNITY CENTER - MAINTENANCE OPERATIONS

PARKS AND FABENS COMMUNITY CENTER MAINTENANCE

Parks and Building Maintenance are functions of the Maintenance Operations division under the Public Works Department. The Department organizational chart and mission statement is reflected under the Public Works Department detailed in the “General Government” section.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

During 2016 the County created a new Parks and Special Events Department. Park and Aquatics programming and operational functions transferred to this department. The maintenance and custodial function remained with the Public Works Department. The Road & Bridge section is responsible for maintaining eleven rural parks in the Upper and Lower Valley. Maintenance of these areas includes repairs, park cleanups, and improvements. Included below in budget and financial trends below is also related maintenance and custodial for Fabens Community Center. This section includes the following accounts: Ascarate Golf Course, Ascarate Regional County Park, Rural Parks and Sportspark.

GOALS AND OBJECTIVES

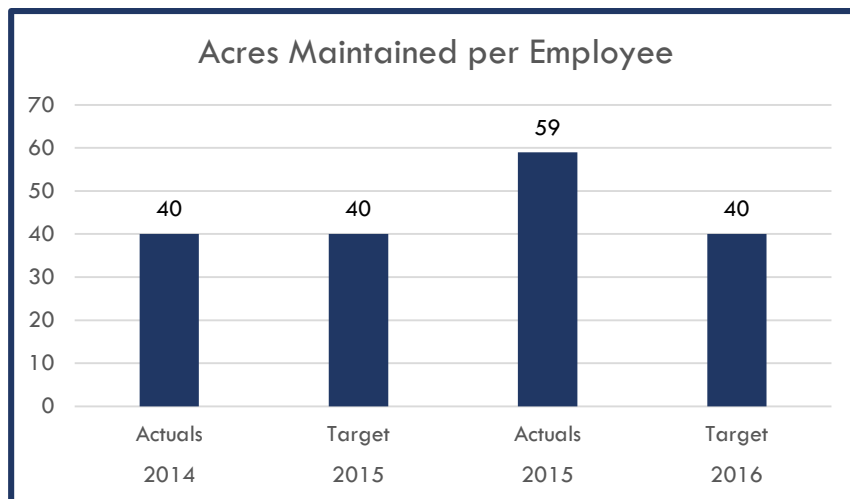
GOAL: Maintain a safe environment for patrons of all park and recreational facilities and insure the upkeep of all grounds and equipment, and adjust for seasonal variations to provide the highest level of service within the resource capability of the County.

OBJECTIVE: Provide for the highest quality and quantity of resources through the adoption of policies and procedures that apply to all facilities and staffing, develop a maintenance plan for all County parks and recreational facilities that establishes the maintenance standards by asset, task, frequency and cost to be applied uniformly at all facilities invest in training for staff to understand maintenance standards to keep grounds amenities up to their level of care to extend their useful life, and coordinate with special events staff to asset a maintenance program for highly used areas and the expectations of park level maintenance.

PARKS AND FABENS COMMUNITY CENTER - MAINTENANCE OPERATIONS

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Maintenance | | | | |
| Total Number of Parks Maintained | 10 | 10 | 11 | 12 |
| Total Average Acres maintained per employee | 40 | 59 | 28 | 28 |



JUDGING SUCCESS

One of the county's goals is: **Vibrant Community**. The county has invested in maintaining the county parks to offer higher level of service to our community in alignment with the County's Strategic Plan.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

All necessary accounts have been increased to ensure all operating expenses are covered in the County Parks to stay in alignment with the County's Strategic Plan.

PARKS AND FABENS COMMUNITY CENTER - MAINTENANCE OPERATIONS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|--------------------|--------------------|--------------------|-------------------|
| Personnel | \$2,084,360 | \$1,781,333 | \$1,776,106 | (0.29%) |
| Operating | 1,627,524 | 1,987,602 | 2,536,534 | 27.62% |
| Capital | | 58,788 | 25,000 | (57.47%) |
| Totals | <u>\$3,711,884</u> | <u>\$3,827,723</u> | <u>\$4,337,640</u> | 13.32% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 41 | 38 | 44 | 15.79% |
| Part-Time Employees | 2 | 4 | 6 | 50.00% |
| Temporary Employees | 6 | 4 | 1 | (75.00%) |
| Totals | <u>49</u> | <u>46</u> | <u>51</u> | 10.87% |

Authorized Position Detail

| | | | |
|----------------------------|----|-----------------------------|---|
| Custodian | 4 | Facilities Maint Mech, Int. | 1 |
| Park Maintenance Wkr, Sr | 6 | Groundskeeping Superint | 1 |
| Park Maintenance Worker | 24 | Lifeguard (Temp Pool) | 1 |
| Park Maintenance Wkr, Int. | 7 | Pool Maint. Technician | 1 |
| Golf Cart Mechanic (FR) | 1 | Golf Course Superintendent | 1 |
| Golf Cart Mechanic (PR) | 2 | Road/Maintenance Worker | 2 |

*Refer to Appendix A for detail on personnel changes for this Department.



Public Works



PUBLIC WORKS
 FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
 WITH COMPARATIVE BUDGETS BY DEPARTMENT

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|---|--------------|-------------|-------------|----------------|
| 394 | Fabens Airport & Tornillo Port of Entry | \$56,754 | \$1,562,751 | \$819,500 | (47.56%) |
| | | | | | |
| | Totals | \$56,754 | \$1,562,751 | \$819,500 | (47.56%) |

FABENS AIRPORT AND TORNILLO PORT OF ENTRY

FABENS AIRPORT AND TORNILLO PORT OF ENTRY

Fabens Airport and Tornillo Port of Entry accounts pertain to the Support Services division under the Public Works Department. The Department organizational chart and mission statement is reflected under the Public Works Department detailed in the “General Government” section.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The purpose of the Fabens Airport division is 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. 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 Road and Bridge Department provides the ground maintenance.

The County has entered into an interlocal agreement with the Camino Real Regional Mobility Authority (CRRMA) for management of the facility. The Public Works Department oversees the inter-local.

GOALS AND OBJECTIVES

GOAL: To maintain the facility and the surface of the runway to continue accommodating the aviation needs of the surrounding community.

OBJECTIVE: To work closely with the Texas Department of Transportation in order to implement an Aviation Capital Improvement Program; to provide a portion of the finances required constructing entrance road and improving parking aprons.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Completion and opening of the Tornillo/Guadalupe Toll Plaza and the Eastside Annex.
- Completion and submission of Fabens Airport Capital Plan to Texas Department of Transportation – Aviation Division for funding.

JUDGING SUCCESS

One of the county’s goals is: **Strong Growing Economy**. With the opening of the Tornillo Port of Entry between US and Mexico the County is facilitating tourism from Mexico and the transportation of goods.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

Funding has been adjusted due to a one year operational delay in the full opening of this facility. Current traffic counts and patterns are being observed during the course of this time frame as well.

FABENS AIRPORT AND TORNILLO PORT OF ENTRY

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 56,754 | \$ 1,562,751 | \$ 819,500 | (47.56%) |
| Capital | | | | - |
| Totals | \$ 56,754 | \$ 1,562,751 | \$ 819,500 | (47.56%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable



Special Revenue Funds



**SPECIAL REVENUE
FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
WITH COMPARATIVE BUDGETS BY DEPARTMENT**

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|--|--------------|-------------|-------------|----------------|
| 398 | Special Revenue Fund Type | | | | |
| 401 | 384th District Drug Court, District Attorney 10% Fund, County Criminal Court 2 DWI Accounts | \$26,505 | \$134,462 | \$179,300 | 33.35% |
| 404 | Alternative Dispute Resolution Center | 207,706 | 140,000 | 200,000 | 42.86% |
| 406 | Child Abuse Prevention | | | 7,500 | 100.00% |
| 408 | Child Welfare Juror Donations | | 29,236 | 33,000 | 12.87% |
| 410 | Coliseum Tourist Promotion | 3,600,350 | 3,540,400 | 4,305,043 | 21.60% |
| 412 | Commissary Inmate Profit Fund | 712,466 | 840,270 | 920,934 | 9.60% |
| 414 | County Attorney Bad Check Oper Fund | 43,112 | | | 0.00% |
| 417 | County Attorney Commissions Fund | 10,384 | 31,776 | 40,000 | 25.88% |
| 420 | County Attorney Supplement Fund | | 40,003 | 39,676 | (0.82%) |
| 422 | County Clerk Records Archives | 92443 | 2,154,800 | 1,752,330 | (18.68%) |
| 425 | County Clerk Records Management and Preservation | 847,861 | 1,053,823 | 1,107,356 | 5.08% |
| 428 | County Clerk Vital Statistics | 59,335 | 99,727 | 285,500 | 186.28% |
| 431 | County District Courts Technology Fund | 6,151 | 76,827 | 74,342 | (3.23%) |
| 433 | County Graffiti Eradication | | 8,342 | 8,750 | 4.89% |
| 435 | County Law Library | 397,990 | 450,000 | 483,978 | 7.55% |
| 439 | County Tourist Promotion | 463,802 | 955,232 | 1,178,058 | 23.33% |
| 442 | Court Initiated Guardianship Fund | 31,962 | 151,096 | 167,367 | 10.77% |
| 444 | Court Records Preservation Fund | 112,678 | 181,816 | 150,000 | (17.50%) |
| 446 | Court Reporter Service Fund | 330,974 | 419,277 | 343,820 | (18.00%) |
| 448 | Courthouse Security Fund | 203,000 | 633,479 | 857,800 | 35.41% |
| 450 | 65th Intervention, 65th Preservation Family Drug Court, 346 th Specialty Court, 384 th Adult Drug, 384 th SAFF Specialty Court, CC Court at Law No. 2, DWI& J Drug Courts | 86,774 | 534,795 | 497,877 | (6.90%) |
| 455 | District Attorney Apportionment Supplement | 22,433 | 22,500 | 22,500 | - |
| 457 | District Attorney Federal Asset Sharing | | 37,686 | 10,327 | (72.60%) |
| 459 | District Attorney Food Stamp Fraud | | 160,000 | 160,000 | - |
| 461 | District Attorney Special Account | 594,523 | 814,271 | 819,703 | 0.67% |
| 464 | District Clerk Records Management and Preservation | 94,417 | 71,542 | 104,000 | 45.37% |
| 468 | District Court Records Archives | | 355,075 | 485,750 | 36.80% |
| 470 | Election Contract Service | 508,099 | 660,015 | 1,701,661 | 157.82% |
| 474 | Election Fund-Chapter 19 | \$94,735 | \$213,002 | \$131,292 | (38.36%) |

**SPECIAL REVENUE
FISCAL YEAR 2017 OPERATING BUDGET SUMMARY
WITH COMPARATIVE BUDGETS BY DEPARTMENT**

| Page No. | Department | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|----------|---|---------------------|---------------------|---------------------|----------------|
| 477 | El Paso Housing Finance Corporation | | \$51,340 | \$51,340 | - |
| 479 | Family Protection Fund | \$70,170 | 61,058 | 55,234 | (9.54%) |
| 481 | JPD Supervision and JPD Juror Donations and JPD Probation Donations | 296,847 | 410,387 | 404,652 | (1.40%) |
| 483 | Justice Court Security Fund | 9,163 | 201,000 | 221,002 | 9.95% |
| 485 | Justice Court Technology Fund | 65,185 | 390,345 | 395,445 | 1.31% |
| 487 | Juvenile Case Manager Fund | 126,200 | 110,551 | 205,000 | 85.43% |
| 489 | Juvenile Probation National School Program | 161,454 | 125,000 | 150,000 | 20.00% |
| 491 | Probate Judiciary Support | 86,286 | 123,167 | 120,762 | (1.95%) |
| 493 | Probate Travel Account | 7,642 | 17,838 | 18,000 | 0.91% |
| 495 | Project Care Gas, Electric, & Water | 62,307 | 120,000 | 120,062 | 0.05% |
| 497 | Records Management and Preservation Fund | 204,378 | 251,167 | 242,200 | (3.57%) |
| 499 | Road and Bridge, Road and Bridge Fleet, and Stormwater Outreach | 5,465,648 | 9,723,026 | 10,060,232 | 3.47% |
| 503 | Sheriff LEOSE | 57,573 | 64,382 | 55,000 | (14.57%) |
| 505 | Sheriff State Forfeiture, Sheriff Asset, and Sheriff Justice Forfeiture | 329,281 | 357,958 | 431,275 | 20.48% |
| 507 | Tax Office Discretionary Fund | 104,904 | 168,542 | 191,751 | 13.77% |
| 510 | Teen Court | | 9,458 | 9,458 | - |
| 512 | Transportation Fee Fund | 6,291,900 | 6,275,000 | 6,600,000 | 5.18% |
| 514 | Truancy Court | | | 2,000 | 100.00% |
| 516 | Veterans Jury Donations | | | 5,175 | 100.00% |
| | | | | | |
| | Totals | \$13,338,938 | \$18,460,219 | \$19,338,588 | 4.76% |

SPECIAL REVENUE FUND TYPE

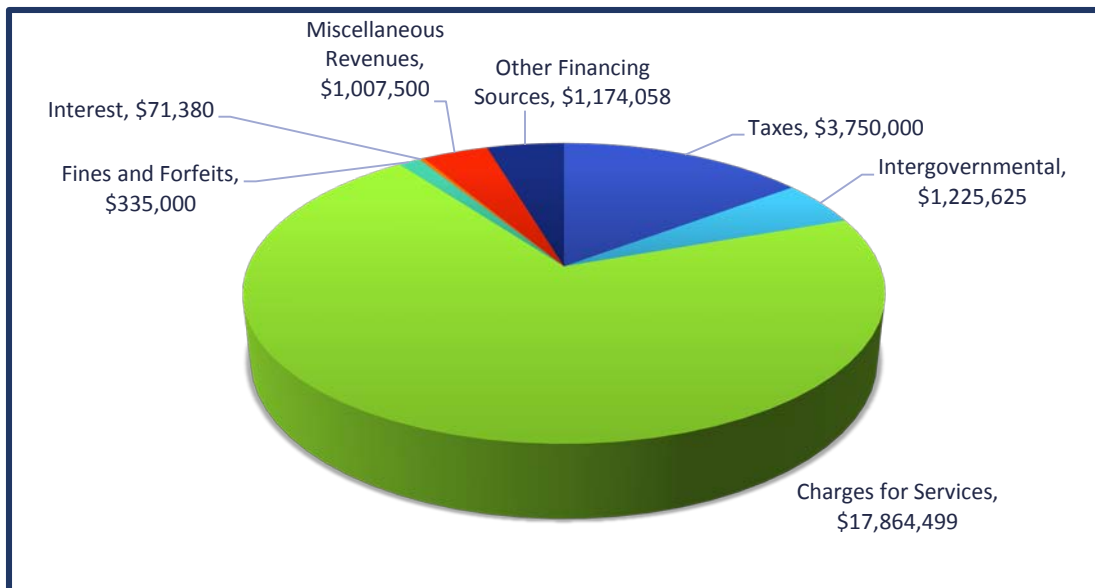
FUND DESCRIPTION

The Special Revenue Fund is 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.

BUDGET REVENUE COMPARISON WITH FISCAL YEAR 2015 ACTUALS

| PROGRAM | FY 2015 Actuals | Operating Budgets | | Changes | |
|---|---------------------|-------------------------|-------------------------|--------------------|--------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Revenues (Sources): | | | | | |
| Taxes | \$3,655,087 | \$3,500,000 | \$3,750,000 | \$250,000 | 7.14% |
| Intergovernmental | 1,193,673 | 1,000,835 | 1,225,625 | 224,790 | 22.46% |
| Charges for Services | 18,217,831 | 16,843,490 | 17,864,499 | 1,021,009 | 6.06% |
| Fines and Forfeits | 266,361 | 270,000 | 335,000 | 65,000 | 24.07% |
| Interest | 27,963 | 24,620 | 71,380 | 46,760 | 189.93% |
| Miscellaneous Revenues | 294,682 | 993,850 | 1,007,500 | 13,650 | 1.37% |
| Other Financing Sources | 958,469 | 804,039 | 1,174,058 | 370,019 | 46.02% |
| Total Revenues and Other Financing Sources | \$24,614,066 | \$23,436,834 | \$25,428,062 | \$1,991,228 | 8.50% |
| Residual Equity Transfers-In | | | | - | |
| Beginning Fund Balances | 21,665,586 | 24,453,717 | 25,223,151 | 769,434 | 3.15% |
| Total Available Resources | \$46,279,652 | \$47,890,551 | \$50,651,213 | \$2,760,662 | 5.76% |

FISCAL YEAR 2017 REVENUE (SOURCES) – SPECIAL REVENUE TYPE - \$25,428,062

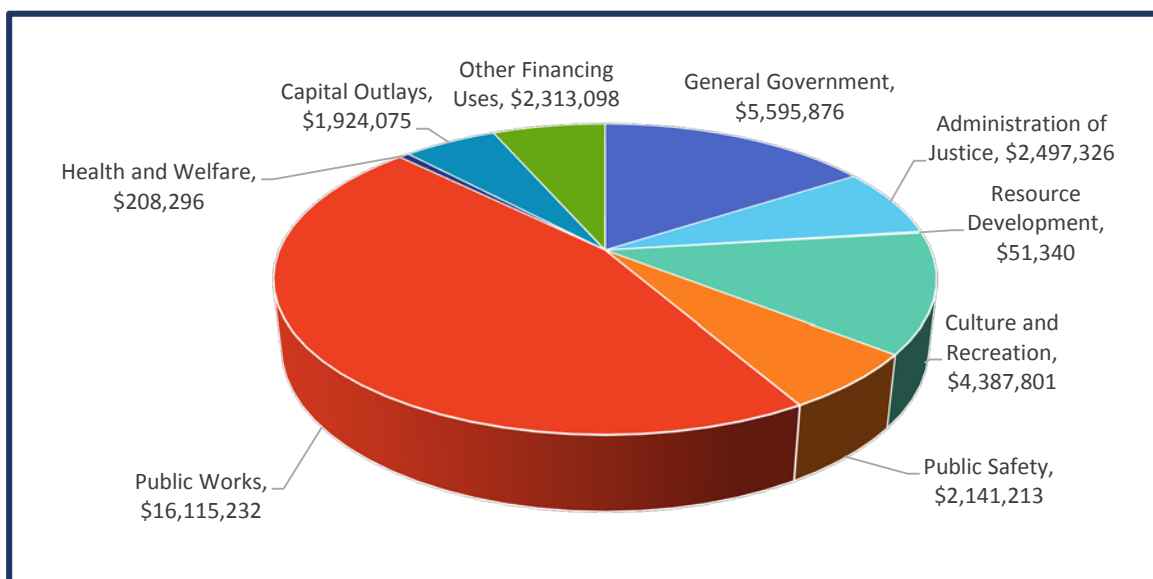


SPECIAL REVENUE FUND TYPE

OPERATING BUDGET COMPARISON WITH FISCAL YEAR 2015 ACTUALS

| PROGRAM | FY 2015 Actuals | Operating Budgets | | Changes | |
|--|---------------------|-------------------------|-------------------------|--------------------|--------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Revenues (Sources): | | | | | |
| General Government | \$1,820,692 | \$4,817,830 | \$5,595,876 | \$778,046 | 16.15% |
| Administration of Justice | 1,137,070 | 2,493,267 | 2,497,326 | 4,059 | 0.16% |
| Resource Development | | 51,340 | 51,340 | - | 0.00% |
| Culture and Recreation | 3,564,375 | 4,141,593 | 4,387,801 | 246,208 | 5.94% |
| Public Safety | 1,664,445 | 1,976,545 | 2,141,213 | 164,668 | 8.33% |
| Public Works | 11,362,770 | 15,461,026 | 16,115,232 | 654,206 | 4.23% |
| Health and Welfare | 130,214 | 210,294 | 208,296 | (1,998) | (0.95%) |
| Capital Outlays | 251,108 | 1,469,447 | 1,924,075 | 454,628 | 30.94% |
| Other Financing Uses | 1,618,642 | 1,513,867 | 2,313,098 | 799,231 | 52.79% |
| Total Expenditures and Other Financing Sources | \$21,549,316 | \$32,135,209 | \$35,234,257 | \$3,099,048 | 9.64% |
| Residual Equity Transfers- Out | 276,618 | | | - | - |
| Encumbrances | | 3,720,252 | 967,275 | (2,752,977) | (74.00%) |
| Ending Fund Balances | 24,453,717 | 12,035,090 | 14,449,681 | 2,414,591 | 20.06% |
| Total Expenditures, Appropriations and Fund Balance | \$46,279,651 | \$47,890,551 | \$50,651,213 | \$2,760,662 | 5.76% |

FISCAL YEAR 2017 APPROPRIATIONS (USES) – SPECIAL REVENUE TYPE - \$30,967,102

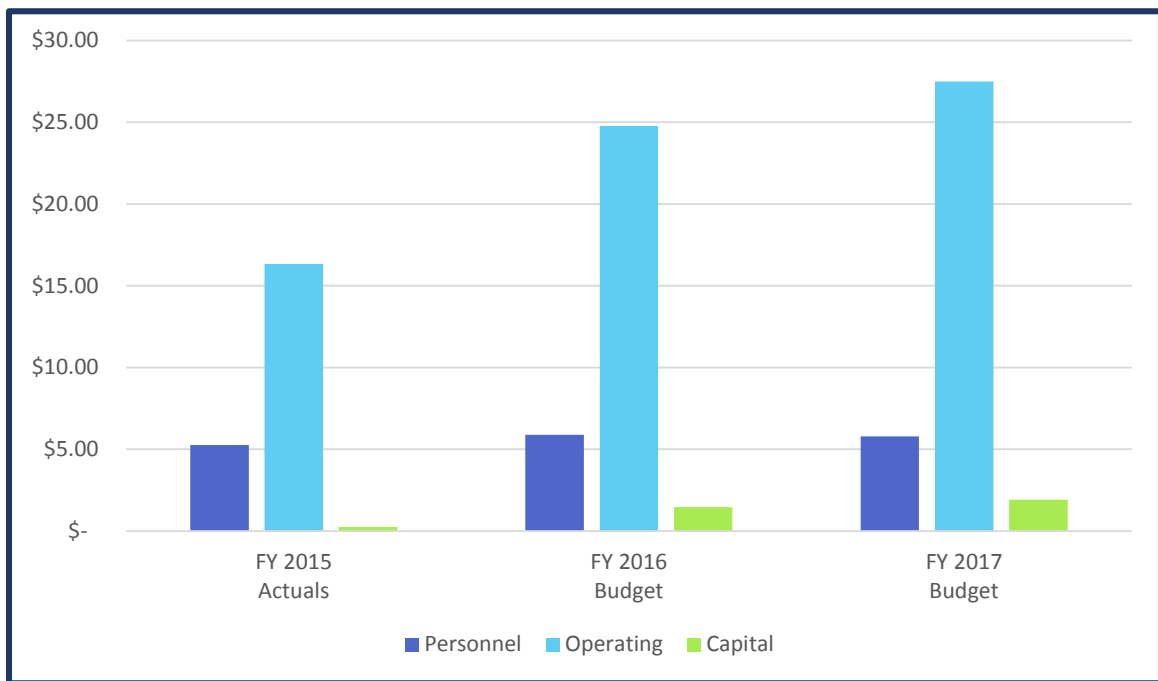


SPECIAL REVENUE FUND TYPE

SUMMARY FOR FISCAL YEAR 2015 BY CHARACTER

| CHARACTER | Actuals | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
|--------------------------------------|---------------------|-------------------------|-------------------------|--------------------|--------------|
| Personnel | \$5,263,486 | \$5,881,116 | \$5,792,877 | (\$88,239) | (1.50%) |
| Operating | 16,345,540 | 24,784,646 | 27,517,305 | \$2,732,659 | 11.03% |
| Capital | 251,107 | 1,469,447 | 1,924,075 | \$454,628 | 30.94% |
| Total Budgets and Actuals | \$21,860,133 | \$32,135,209 | \$35,234,257 | \$3,099,048 | 9.64% |

SUMMARY FOR FISCAL YEAR 2017 BY CHARACTER



384TH DISTRICT DRUG COURT, DISTRICT ATTORNEY 10% FUND, AND COUNTY CRIMINAL COURT 2 DWI ACCOUNTS

This account is for funds obtained through criminal asset forfeitures. 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. The percentage is based on an agreement between the District Attorney and the Commissioners Court. In the past, two programs have been funded through these revenues, a 384th District Drug Court and a County Criminal Court No. 2 DWI Court, to process cases that qualify under the above purpose. For fiscal year, funds are allocated to the 384th District Drug Court and County Criminal Court 2 based on funding available.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$161,109 | \$138,646 | \$161,870 | | 16.75% |
| Designated for subsequent years' expenditures | | 134,462 | 153,000 | | 13.79% |
| Reserved for encumbrances | | | | | - |
| Revenue: | | | | | |
| Intergovernmental | | | 25,000 | | 100.00% |
| Charges for services | | | | | |
| Miscellaneous | | | 1,000 | | 100.00% |
| Interest revenue | 159 | | 300 | | 100.00% |
| Total revenue | <u>159</u> | | <u>26,300</u> | | 100.00% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>159</u> | | <u>26,300</u> | | 100.00% |
| Expenditures: | <u>22,622</u> | 134,462 | 179,300 | | 33.35% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>22,622</u> | 134,462 | 179,300 | | 33.35% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$138,646</u> | <u>\$138,646</u> | <u>\$161,870</u> | | 16.75% |

384TH DISTRICT DRUG COURT, DISTRICT ATTORNEY 10% FUND, AND COUNTY CRIMINAL COURT 2 DWI ACCOUNTS

MISSION STATEMENT

To provide a non-adversarial approach with substance addicted offenders in need of an alternative to incarceration, while reducing recidivism and crime, improving the community-at-large, educating the offender about quality of life issues, and providing case closure for all interested parties.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Judicial District Drug Court Treatment Program is a partnership between private, non-profit, and public entities united to address the exasperating problem of handling drug-abusing offenders who are often placed on lengthy waiting lists for treatment or are released back to the community without receiving treatment at all. Consequently these individuals revert back to criminal behavior because their needs are not expediently identified or met in a traditional court setting. The Drug Court emerged as a response to this problem by providing a non-adversarial approach to assisting the offender in abstaining from drugs, alcohol. It is shown that if offenders with drug and alcohol dependency many time suffer from mental illness and have suffered severe emotional trauma their lives. It is by addressing trauma and mental illness that many times co-occur with drug and alcohol abuse, that we can reduce crime and recidivism rate among those served through the program.

GOALS AND OBJECTIVES

GOAL: Use a non-adversarial approach involving prosecutors and defense attorneys to promote public safety and to protect the due process rights of program client.

OBJECTIVE: Integrate alcohol and other drug treatment services in the processing of cases in the judicial system; promote ongoing judicial interaction with program clients; foster a coordinated strategy to govern program responses to clients' compliance; strengthen efforts to obtain funding and facilitate development of coordinated long-range plans for financing the Drug Court program operation.

384TH DISTRICT DRUG COURT, DISTRICT ATTORNEY
10% FUND, AND COUNTY CRIMINAL COURT 2 DWI
ACCOUNTS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | | | | - |
| Operating | \$ 26,505 | \$ 134,462 | \$ 179,300 | 33.35% |
| Capital | | | | - |
| Totals | <u>\$ 26,505</u> | <u>\$ 134,462</u> | <u>\$ 179,300</u> | 33.35% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

ALTERNATIVE DISPUTE RESOLUTION CENTER

This fund is utilized to account for those revenues, generated via court costs and expenditures by the Rio Grande Council of Governments, a private organization employed by the County to resolve civil matters outside the court system.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|--|-------------------|---------|-----------------------------|
| | FY 2015 | | FY 2016 | FY 2017 | |
| Beginning balance | \$14,543 | | | | - |
| Designated for subsequent years' expenditures | | | | | - |
| Reserved for encumbrances | | | | | - |
| Revenue: | | | | | |
| Charges for services | 178,325 | | \$140,000 | | (100.00%) |
| Total revenue | <u>178,325</u> | | <u>140,000</u> | | (100.00%) |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>178,325</u> | | <u>140,000</u> | | (100.00%) |
| Expenditures: | | | | | |
| | 192,868 | | 140,000 | | (100.00%) |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>192,868</u> | | <u>140,000</u> | | (100.00%) |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$ -</u> | | <u>\$ -</u> | | <u>\$ -</u> |

MISSION STATEMENT

To provide alternative dispute resolution services and promote resolution of disputes prior to, during, and in lieu of litigation to residents within the Rio Grande Council of Governments' region. The Center provides services in civil court order cases (family case involving divorce, child custody case, child visitation case) and criminal court order cases (neighborhood justice cases).

ALTERNATIVE DISPUTE RESOLUTION CENTER

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The El Paso County Dispute Resolution Center (EPCDRC) was established in the summer of 1988 when it was agreed upon by El Paso County Commissioners that it was in the best interest of the County to enter into an agreement with the Rio Grande Council of Governments to provide Alternative Dispute Resolution services. It is the responsibility of the Center to provide community mediation, civil litigation mediation, and juvenile mediation. In order to best service residents, the Center has two offices. The Neighborhood Justice Office is located at 8037 Lockheed, Suite 100. The Courthouse Center is located inside the County Courthouse at 500 East San Antonio.

GOALS AND OBJECTIVES

- GOAL:** To process cases efficiently, as a cost-saving measure to the County of El Paso.
- OBJECTIVE:** To continue to provide timely, professional mediation services to clients from the time of the intake process to the final disposition of the case; to recruit and train Pro Bono Mediators to provide the services; to educate the public to utilize this valuable service, to operate within the fiscal year budget and to explore other sources of revenue to strengthen the program financially.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 207,706 | \$ 140,000 | \$ 200,000 | 42.86% |
| Capital | | | | - |
| Totals | <u>\$ 207,706</u> | <u>\$ 140,000</u> | <u>\$ 200,000</u> | 42.86% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

CHILD ABUSE PREVENTION

This fund is authorized by statute and is used to account for the fees which are assessed and collected for certain cases types filed in the County of El Paso.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-------------|-------------------|---------|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | FY 2017 | |
| Beginning balance | | | | | |
| Designated for subsequent years' expenditures | | | \$ 5,000 | | 100.00% |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | \$2,689 | | 5,000 | | 100.00% |
| Total revenue | <u>2,689</u> | | <u>5,000</u> | | 100.00% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>2,689</u> | | <u>5,000</u> | | 100.00% |
| Expenditures: | <u>2,689</u> | | <u>7,500</u> | | 100.00% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>2,689</u> | | <u>7,500</u> | | 100.00% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 2,500</u> | | 100.00% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was budgeted during fiscal year 2017 to account for fees collected from applicable cases that are filed in the County court system. This account may be used for operating costs related the operation of local child abuse systems cost (courts, prosecution, etc.).

CHILD ABUSE PREVENTION

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | | | \$ 7,500 | 100.00% |
| Capital | | | | - |
| Totals | \$ - | \$ - | \$ 7,500 | 100.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

CHILD WELFARE JUROR DONATIONS

This fund is used to account for donations received from jurors for child welfare activities.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|-----------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$28,465 | \$28,947 | \$32,237 | | 11.37% |
| Designated for subsequent years' expenditures | | 28,886 | 31,000 | | 7.32% |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Miscellaneous revenue | 482 | 350 | 2000 | | 471.43% |
| Total revenue | <u>482</u> | <u>350</u> | <u>2,000</u> | | 471.43% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>482</u> | <u>350</u> | <u>2,000</u> | | 471.43% |
| Expenditures: | | | | | |
| | | 29,236 | 33,000 | | 12.87% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | | <u>29,236</u> | <u>33,000</u> | | 12.87% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$28,947</u> | <u>\$28,947</u> | <u>\$32,237</u> | | 11.37% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was created during fiscal year 2000 to account for donations received from jurors to support child welfare activities. This account is used for emergency clothing for the children at the end of the fiscal year when other funds are not available.

CHILD WELFARE JUROR DONATIONS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | | \$ 29,236 | \$ 33,000 | 12.87% |
| Capital | | | | - |
| Totals | \$ - | \$ 29,236 | \$ 33,000 | 12.87% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

COLISEUM TOURIST PROMOTION

This fund is used to account for the disbursements relating to tourist promotion at the County Coliseum and is funded from Hotel/Motel occupancy tax.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|------------------|--------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$241,367 | \$296,669 | \$1,688,261 | | 469.07% |
| Designated for subsequent years' expenditures | | 40,000 | 553,543 | | 1283.86% |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Taxes | 3,655,087 | 3,500,000 | 3,750,000 | | 7.14% |
| Miscellaneous revenue | | | | | |
| Interest revenue | 565 | 400 | 1,500 | | 275.00% |
| Total revenue | <u>3,655,652</u> | <u>3,500,400</u> | <u>3,751,500</u> | | 7.17% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>3,655,652</u> | <u>3,500,400</u> | <u>3,751,500</u> | | 7.17% |
| Expenditures: | <u>2,641,881</u> | <u>2,731,701</u> | <u>4,305,043</u> | | 57.60% |
| Other financing uses: | | | | | |
| Transfer out | 958,469 | 804,039 | | | (100.00%) |
| Total expenditures and other uses | <u>3,600,350</u> | <u>3,540,400</u> | <u>4,305,043</u> | | 21.60% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$296,669</u> | <u>\$296,669</u> | <u>\$1,688,261</u> | | 469.07% |

MISSION STATEMENT

To provide a venue for the general public that will enhance the tourism potential for the County of El Paso.

COLISEUM TOURIST PROMOTION

DEPARTMENT DESCRIPTION & 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. The County Coliseum is now privately managed and operated.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 3,600,350 | \$ 3,540,400 | \$ 4,305,043 | 21.60% |
| Capital | | | | - |
| Totals | \$ 3,600,350 | \$ 3,540,400 | \$ 4,305,043 | 21.60% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

COMMISSARY INMATE PROFIT FUND

This fund is used to account for the receipts and disbursements relating to the inmates of the County detention facilities. This fund is restricted to purchases of items for the benefit of the inmates.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-------------------------|-------------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$322,541 | \$245,842 | \$392,154 | | 59.51% |
| Designated for subsequent years' expenditures | | 120,000 | 239,734 | | 99.78% |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | 715,406 | | | | |
| Miscellaneous revenue | 910 | 720,000 | 680,000 | | (5.56%) |
| Interest revenue | 288 | 270 | 800 | | 196.30% |
| Total revenue | <u>716,604</u> | <u>720,270</u> | <u>680,800</u> | | (5.48%) |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>716,604</u> | <u>720,270</u> | <u>680,800</u> | | (5.48%) |
| Expenditures: | | | | | |
| | <u>793,303</u> | <u>840,270</u> | <u>920,534</u> | | 9.55% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>793,303</u> | <u>840,270</u> | <u>920,534</u> | | 9.55% |
| Encumbrances | | | | | |
| Ending fund balance | <u><u>\$245,842</u></u> | <u><u>\$245,842</u></u> | <u><u>\$392,154</u></u> | | 59.51% |

DEPARTMENT DESCRIPTION & 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 revenue is a monthly commission paid by the vendor that is contracted to manage the operations

COMMISSARY INMATE PROFIT FUND

of the Commissary. These funds are for the sole purpose of providing for the inmates while incarcerated.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 148,223 | \$ 154,302 | \$ 150,537 | (2.44%) |
| Operating | 564,243 | 685,968 | 769,997 | 12.25% |
| Capital | | | | - |
| Totals | <u>\$ 712,466</u> | <u>\$ 840,270</u> | <u>\$ 920,534</u> | 9.55% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 2 | 2 | 2 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>2</u> | <u>2</u> | <u>2</u> | - |

Authorized Position Detail

| | | |
|-------------------|----------------------------|---|
| Detention Officer | 1 Religious Ministries Crd | 1 |
|-------------------|----------------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNTY ATTORNEY BAD CHECK OPERATIONS AND SPECIAL EVENTS FUND

This program is established for the collection of insufficient funds checks and the reimbursement of funds to the victims. The County Attorney Bad Operations Fund is not included in the final adopted budget because this Special Revenue Fund is subject to a legal non-appropriated budget.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-----------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$22,338 | \$24,862 | \$20,431 | | (17.82%) |
| Designated for subsequent years' expenditures | | | | | |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | 29,761 | | | | - |
| Miscellaneous revenue | 15,425 | | | | |
| Total revenue | <u>45,186</u> | | | | |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>45,186</u> | | | | - |
| Expenditures: | <u>42,662</u> | | | | - |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>42,662</u> | | | | - |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$24,862</u> | <u>\$24,862</u> | <u>\$20,431</u> | | (17.82%) |

COUNTY ATTORNEY BAD CHECK OPERATIONS AND SPECIAL EVENTS FUND

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Bad Check Operations program is established for the collection of insufficient funds checks and the reimbursement of funds to the victims. This program is designed to reduce bad check problems and to prosecute repeat offenders.

The Special Events Fund is a sub fund in the Bad Checks Operations fund and is established to deposit registration fees received from two (2) Continuing Legal Education trainings held by the County Attorney’s Office Child Protective Services Unit and the Juvenile Prosecution Unit. In addition, donations for the Annual Cycle for Change cycling event are deposited into this account. Checks are then disbursed for expenditures exclusively for these events.

GOALS AND OBJECTIVES

GOAL: To defray the costs and expenses of performing the statutory duties and responsibilities of the County Attorney’s Office.

OBJECTIVE: To provide exemplary legal services to the community by sponsoring special projects, participating in the legislative process, encouraging community awareness, and providing trainings for governmental employees.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|--|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Bad Check Operations | | | | |
| Outputs: | | | | |
| Total Checks handled | 2,612 | 2,350 | 614 | 645 |
| Outcomes: | | | | |
| Total Cases Completed | 112 | 224 | 128 | 134 |
| Total criminal case filed | 278 | 278 | 267 | 280 |
| Amount collected | \$149,761 | \$157,248 | \$183,557 | \$192,735 |
| Special Events | | | | |
| Funds collected for Child Protective Service CLE | \$8,719 | N/A | \$14,355 | N/A |
| Funds collected from Juvenile Unit CLE | N/A | N/A | N/A | N/A |
| Donations received for Protective Order Unit Annual Cycle for change | \$6,000 | N/A | \$3,000 | N/A |

COUNTY ATTORNEY BAD CHECK OPERATIONS AND SPECIAL EVENTS FUND

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 3,680 | | | - |
| Operating | 25,457 | | | - |
| Capital | 13,975 | | | - |
| Totals | \$ 43,112 | \$ - | \$ - | - |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

COUNTY ATTORNEY COMMISSIONS FUND

This fund accounts for fees earned by the County Attorney's office, as provided by law, from the collection of judgments in favor of the County. The fees earned are a percentage of the amount collected, based upon a rate that decreases as the amount of the judgment increases. The Commissioners Court approves all expenditures paid out of this fund and funds not expended in the current year roll over into the following year.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|------------------|------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$112,793 | \$140,543 | \$172,123 | | | 22.47% |
| Designated for subsequent years' expenditures | | | | | | |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 37,141 | 31,776 | 40,000 | | | 25.88% |
| Interest revenue | 111 | | | | | |
| Total revenue | <u>37,252</u> | <u>31,776</u> | <u>40,000</u> | | | 25.88% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>37,252</u> | <u>31,776</u> | <u>40,000</u> | | | 25.88% |
| Expenditures: | <u>9,502</u> | <u>15,094</u> | <u>40,000</u> | | | 165.01% |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>9,502</u> | <u>31,776</u> | <u>40,000</u> | | | 25.88% |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$140,543</u> | <u>\$140,543</u> | <u>\$172,123</u> | | | 22.47% |

COUNTY ATTORNEY COMMISSIONS FUND

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This index is used to account for fees earned by the County Attorney's office, as provided by law, which are generated from the collection of judgments in favor of the County.

GOALS AND OBJECTIVES

GOAL: To defray the costs and expenses of performing the statutory duties and responsibilities of the County Attorney's Office.

OBJECTIVE: To maximize recovery from monetary judgments in favor of the County.

FISCAL YEAR 2016 ACCOMPLISHMENTS

The Criminal Unit has collected over three quarters of a million dollars in bond forfeitures and court costs, which was returned to El Paso County.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Total matters handled | 3,120 | 2,808 | 3,181 | 3,340 |
| Cases closed during year | 1,544 | 1,389 | 1,851 | 1,944 |
| Amt. of judgments entered | \$1,704,511 | \$1,534,059 | \$1,908,602 | \$2,004,032 |
| Judgments collected | \$599,340 | \$539,406 | \$953,942 | \$1,001,639 |
| Outcomes: | | | | |
| % of judgments collected | 35.16% | 35.16% | 49.98% | 49.98% |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | \$ 10,851 | \$ 10,851 | - |
| Operating | \$ 10,384 | 20,925 | 29,149 | 39.30% |
| Capital | | | | - |
| Totals | \$ 10,384 | \$ 31,776 | \$ 40,000 | 25.88% |

COUNTY ATTORNEY COMMISSIONS FUND

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | - |
| Part-Time Employees | | | | - |
| Temporary Employees | 2 | 2 | 2 | - |
| Totals | 2 | 2 | 2 | - |

Authorized Position Detail

| | |
|--------|---|
| Intern | 2 |
|--------|---|

*Refer to Appendix A for detail on personnel changes for this Department.

COUNTY ATTORNEY SUPPLEMENT FUND

This fund was set up to account for supplemental funding received from the State pursuant to Texas Government Code § 46.001. These funds are used for operating costs of the County Attorney's office.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|-----------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$49,901 | \$73,311 | \$101,892 | | 38.99% |
| Designated for subsequent years' expenditures | | 16,595 | 16,163 | | (2.60%) |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Intergovernmental | 23,333 | 23,333 | 23,333 | | - |
| Interest revenue | 77 | 75 | 180 | | 140.00% |
| Total revenue | <u>23,410</u> | <u>23,408</u> | <u>23,513</u> | | 0.45% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>23,410</u> | <u>23,408</u> | <u>23,513</u> | | 0.45% |
| Expenditures: | | | | | |
| | | 18,338 | | | (100.00%) |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | | <u>40,003</u> | <u>39,676</u> | | (0.82%) |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$73,311</u> | <u>\$73,311</u> | <u>\$101,892</u> | | 38.99% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This index is used to account for supplemental funding reserved from the State pursuant to Texas Government Code §46.001. These funds are used for operating costs of the County Attorney's office.

COUNTY ATTORNEY SUPPLEMENT FUND

GOALS AND OBJECTIVES

GOAL: To defray the cost and expenses of performing the statutory duties and responsibilities of the County Attorney's Office.

OBJECTIVE: To assist in the funding of activities related to the constitutional and statutory core functions of the County Attorney's Office.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|------------------|------------------|-------------------|
| Personnel | | | | - |
| Operating | | \$ 40,003 | \$ 39,676 | (0.82%) |
| Capital | | | | - |
| Totals | <u>\$ -</u> | <u>\$ 40,003</u> | <u>\$ 39,676</u> | (0.82%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

COUNTY CLERK RECORDS ARCHIVES

This fund is utilized to account for the receipts and disbursements related to the County Clerk Records Archives Program.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|--------------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$1,775,795 | \$2,742,204 | \$776,927 | | (71.67%) |
| Designated for subsequent years' expenditures | | 1,252,800 | 746,830 | | (40.39%) |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | 1,056,602 | 900,000 | 1,000,000 | | 11.11% |
| Interest revenue | 2,251 | 2,000 | 5,500 | | 175.00% |
| Total revenue | <u>1,058,853</u> | <u>902,000</u> | <u>1,005,500</u> | | 11.47% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>1,058,853</u> | <u>902,000</u> | <u>1,005,500</u> | | 11.47% |
| Expenditures: | | | | | |
| | <u>92,444</u> | <u>2,154,800</u> | <u>1,752,330</u> | | (18.68%) |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>92,444</u> | <u>2,154,800</u> | <u>1,752,330</u> | | (18.68%) |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$2,742,204</u> | <u>\$2,742,204</u> | <u>\$776,927</u> | | (71.67%) |

MISSION STATEMENT

It is the mission of the County Clerk's Office to preserve and safeguard all County records designated to this office for safekeeping by maximizing preservation resources.

COUNTY CLERK RECORDS ARCHIVES

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

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

GOAL AND OBJECTIVE

GOAL: The goal of the County Clerk's Archives is to continue to modernize and utilize the use of technology in the preservation of County documents in order to maintain open government.

OBJECTIVE: To increase the preservation process time in accordance with the Texas State Library and Archives Commission.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Updated and re-submitted a new Records Management Policy with the Texas State Library and Archives Commission updating the verbiage and designation of Mrs. Delia Briones as the Records Management Officer for all County Departments.
- Improved the return time on the Map/Plat request by digitizing and cataloging approximately 6,000 maps.

| Financial Trends | | | | |
|------------------|------------------|---------------------|---------------------|-------------------|
| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
| Personnel | | | | - |
| Operating | \$ 26,644 | \$ 2,154,800 | \$ 1,752,330 | (18.68%) |
| Capital | 65,799 | | | - |
| Totals | <u>\$ 92,443</u> | <u>\$ 2,154,800</u> | <u>\$ 1,752,330</u> | (18.68%) |

COUNTY CLERK RECORDS ARCHIVES

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

COUNTY CLERK RECORDS MANAGEMENT AND PRESERVATION

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 | | Percentage Change in Budget |
|--|-------------------------|------------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$195,034 | \$434,717 | \$659,894 | | 51.80% |
| Designated for subsequent years' expenditures | | 53,823 | 5,956 | | (88.93%) |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | 1,051,480 | 1,000,000 | 1,100,000 | | 10.00% |
| Miscellaneous revenue | 352 | | 1,400 | | |
| Interest revenue | 300 | | | | |
| Total revenue | <u>1,052,132</u> | <u>1,000,000</u> | <u>1,101,400</u> | | 10.14% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>1,052,132</u> | <u>1,000,000</u> | <u>1,101,400</u> | | 10.14% |
| Expenditures: | | | | | |
| | <u>812,449</u> | <u>1,053,823</u> | <u>1,107,356</u> | | 5.08% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>812,449</u> | <u>1,053,823</u> | <u>1,107,356</u> | | 5.08% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$434,717</u> | <u>\$434,717</u> | <u>\$659,894</u> | | 51.80% |

MISSION STATEMENT

To protect, preserve and provide information that the County depends on for their every day activities, while maintaining compliance with legislative requirements.

COUNTY CLERK RECORDS MANAGEMENT AND PRESERVATION

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Records Management and Archives Division provides guidance and recommendations to uphold select legislative mandates. In cooperation with custodians, it ensures that the maintenance, preservation, microfilming, electronic destruction or other disposition of all County records. Carried out in accordance with the policies and procedures of the Texas State Library and Archive Commission and the requirements of subtitle 203.023 of the Texas Local Government Code. Records Management and Archives provides support and training in all aspects of Records Management.

GOALS AND OBJECTIVES

GOAL: To lead in service, quality, satisfaction and conduct by being the best in what we do.

OBJECTIVE: To maintain the integrity of records and ensure the safe and efficient handling of documents for both the public and other County departments, using the most up-to-date technology. To automate the processing and control of documents, reduce storage space, improve efficiency, reduce long term cost and streamline records management operations. To provide the best in service, preservation and maintenance of all records created by the El Paso County government; To better assist the El Paso County government in its daily business and comply with legislative requirements and standards set by the Texas State Commission; To enhance that service through prompt, accurate delivery of the information requested.

FISCAL YEAR 2016 ACCOMPLISHMENTS

The County Clerk's Office successfully completed Phase II of the Preservation and encapsulation of 451 Historical Records Archive books identified as Deed Records Volume A-D, 33-479 that encompassed the years from 1889 to 1966.

Financial Trends

| | 2015 | 2016 | 2017 | Percent |
|-----------|------------------|--------------------|--------------------|---------|
| Character | Actuals | Budget | Budget | Change |
| Personnel | \$680,411 | \$ 711,282 | \$ 718,638 | 1.03% |
| Operating | 141,411 | 203,674 | 200,428 | (1.59%) |
| Capital | 26,039 | 138,867 | 188,290 | 35.59% |
| Totals | <u>\$847,861</u> | <u>\$1,053,823</u> | <u>\$1,107,356</u> | 5.08% |

COUNTY CLERK RECORDS MANAGEMENT AND PRESERVATION

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 15 | 15 | 15 | - |
| Part-Time Employees | 3 | 3 | 3 | - |
| Temporary Employees | | | | - |
| Totals | <u>18</u> | <u>18</u> | <u>18</u> | - |

Authorized Position Detail

| | | | |
|----------------------------|----|---------------------------------|---|
| Business Analyst | 1 | Office Specialist, Interm. (PR) | 3 |
| Expungement Specialist | 1 | Office Specialist, Senior | 1 |
| Office Specialist, Interm. | 11 | Office Supervisor | 1 |

*Refer to Appendix A for detail on personnel changes for this Department.

COUNTY CLERK VITAL STATISTICS

This fund was established to account for receipts and disbursements related to the County Clerk Vital Statistics program.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|------------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$170,648 | \$217,399 | \$245,901 | | 13.11% |
| Designated for subsequent years' expenditures | | 29,527 | 210,000 | | 611.21% |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | 76,421 | 70,000 | 75,000 | | 7.14% |
| Interest revenue | 205 | 200 | 500 | | 150.00% |
| Total revenue | <u>76,626</u> | <u>70,200</u> | <u>75,500</u> | | 7.55% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>76,626</u> | <u>70,200</u> | <u>75,500</u> | | 7.55% |
| Expenditures: | | | | | |
| | <u>29,875</u> | <u>99,727</u> | <u>285,500</u> | | 186.28% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>29,875</u> | <u>99,727</u> | <u>285,500</u> | | 186.28% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$217,399</u> | <u>\$217,399</u> | <u>\$245,901</u> | | 13.11% |

MISSION STATEMENT

It is the mission of the County Clerk's Office to preserve, safeguard, and make accessible all vital statistic records by maximizing preservation resources.

COUNTY CLERK VITAL STATISTICS

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Vital Statistic Division handles births, deaths and marriages. It is responsible for preparing formal and informal marriage applications and issuing licenses. Additionally, it is responsible for the recording of birth and death certificates plus marriage licenses and providing certified copies of the same.

GOALS AND OBJECTIVES

GOAL: To increase the security of all vital records and issue out all records in a timely manner.

OBJECTIVE: To decrease the amount of time a constituent has to wait for their recording or vital statistic from 10 minutes to 3 minutes, with a specific target of 7 minutes for birth certificates. To improve customer service and make each constituent's visit to the County Clerk's office pleasant and productive, while generating additional revenues.

FISCAL YEAR 2016 ACCOMPLISHMENTS

The Vitals Division received the Five Star Service Award in recognition of their efforts of going above and beyond the duties of accurately recording vital records and for keeping up with the latest legislation and trends, which affect the division.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|------------------|------------------|-------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 59,335 | \$ 99,727 | \$ 125,500 | 25.84% |
| Capital | | | 160,000 | 100.00% |
| Totals | <u>\$ 59,335</u> | <u>\$ 99,727</u> | <u>\$ 285,500</u> | 186.28% |

COUNTY CLERK VITAL STATISTICS

Staffing Trends

| | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|----------------|---------------|---------------|-------------------|
| Authorized Positions | | | | |
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

COUNTY DISTRICT COURTS TECHNOLOGY FUND

This fund was established to account for the cost of court filing fees collected. This new fee created during the 81st Legislative session will be used to enhance the technology within the County and District Courts.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-----------------|-----------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$50,385 | \$62,664 | \$63,161 | | | 0.79% |
| Designated for subsequent years' expenditures | | 58,827 | 58,342 | | | (0.82%) |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 18,372 | 18,000 | 16,000 | | | (11.11%) |
| Interest revenue | 58 | | | | | |
| Total revenue | <u>18,430</u> | <u>18,000</u> | <u>16,000</u> | | | (11.11%) |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>18,430</u> | <u>18,000</u> | <u>16,000</u> | | | (11.11%) |
| Expenditures: | <u>6,151</u> | <u>76,827</u> | <u>74,342</u> | | | (3.23%) |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>6,151</u> | <u>76,827</u> | <u>74,342</u> | | | (3.23%) |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$62,664</u> | <u>\$62,664</u> | <u>\$63,161</u> | | | - |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was established to account for the cost of court filing fees collected. This new fee created during the 81st Legislative session will be used to enhance the technology within the County and District Courts.

COUNTY DISTRICT COURTS TECHNOLOGY FUND

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | | | | - |
| Operating | \$ 6,151 | \$ 76,827 | \$ 74,342 | (3.23%) |
| Capital | | | | - |
| Totals | \$ 6,151 | \$ 76,827 | \$ 74,342 | (3.23%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

COUNTY GRAFFITI ERADICATION

The County Graffiti Eradication fund is used to account for the receipts and disbursements related to Court assessments for the purpose of removal of graffiti from neighborhood homes and businesses.

| | Actual Sources and Uses | | | Percentage Change in Budget |
|--|-------------------------|----------------|----------------|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | |
| Beginning balance | \$8,042 | \$8,242 | \$8,565 | 3.92% |
| Designated for subsequent years' expenditures | | 8,242 | 8,500 | 3.13% |
| Reserved for encumbrances | | | | |
| Revenue: | | | | |
| Charges for services | 199 | 100 | 250 | 150.00% |
| Interest revenue | 1 | | | |
| Total revenue | <u>200</u> | <u>100</u> | <u>250</u> | 150.00% |
| Other financing sources: | | | | |
| Transfers in | | | | |
| Total revenue and other sources | <u>200</u> | <u>100</u> | <u>250</u> | 150.00% |
| Expenditures: | | | | |
| | | 8,342 | 8,750 | 4.89% |
| Other financing uses: | | | | |
| Transfer out | | | | |
| Total expenditures and other uses | | <u>8,342</u> | <u>8,750</u> | 4.89% |
| Encumbrances | | | | |
| Ending fund balance | <u>\$8,242</u> | <u>\$8,242</u> | <u>\$8,565</u> | 3.92% |

DEPARTMENT DESCRIPTION & 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.

COUNTY GRAFFITI ERADICATION

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | | \$ 8,342 | \$ 8,750 | 4.89% |
| Capital | | | | - |
| Totals | \$ - | \$ 8,342 | \$ 8,750 | 4.89% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

COUNTY LAW LIBRARY

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 in Budget |
|--|----------------------------|------------------------|-------------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$75,579 | \$89,771 | \$142,756 | | | 59.02% |
| Designated for subsequent years' expenditures | | 48,000 | 51,978 | | | 8.29% |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 416,144 | 390,000 | 420,000 | | | 7.69% |
| Miscellaneous revenue | 14,293 | 12,000 | 12,000 | | | - |
| Interest revenue | 69 | | | | | |
| Total revenue | <u>430,506</u> | <u>402,000</u> | <u>432,000</u> | | | 7.46% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>430,506</u> | <u>402,000</u> | <u>432,000</u> | | | 7.46% |
| Expenditures: | <u>416,314</u> | <u>450,000</u> | <u>483,978</u> | | | 7.55% |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>416,314</u> | <u>450,000</u> | <u>483,978</u> | | | 7.55% |
| Encumbrances | | | | | | |
| Ending fund balance | <u><u>\$89,771</u></u> | <u><u>\$89,771</u></u> | <u><u>\$142,756</u></u> | | | 59.02% |

MISSION STATEMENT

To provide a public legal research facility to the citizens and visitors of the County, in order to facilitate access to legal information and enhance the administration of justice.

COUNTY LAW LIBRARY

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The El Paso County Law Library is the only public legal research facility in the entire southwest region that provides a comprehensive legal research collection of print and electronic resources covering federal, regional, state and local jurisdictions. The Law Library fee is utilized to maintain a collection of relevant, reliable, easily accessible resources for our patrons. The Library is available to judges, attorneys, county staff and the general public. The operations are under the direction of the Domestic Relations Office. A Bar Association Committee comprised of attorneys and judges, selected annually by the President of the Bar Association, serves in an advisory capacity.

GOALS AND OBJECTIVES

- GOAL:** Create a 5 year Law Library plan that includes identifying areas for improvement and the modernization of operations.
- OBJECTIVE:** Identify existing and potential user needs. Determine what services are already in place and working well and what areas could be improved. Target Date: March 2017.
- OBJECTIVE:** Identify desired operations, print collection vs. on-line access to materials, CLEs, trainings. Target Date: February 2017.
- OBJECTIVE:** Request a space analysis from Public Works and analyze results related to costs and benefits. Target Date: December 2016.
- OBJECTIVE:** Complete a technology analysis and work with ITD to enhance user experience - Website update, printing from non-network devices, complete on-line access to Catalog. Target Date: February 2017.
- OBJECTIVE:** Review existing funding and pursue Grant opportunities. Target Date: March 2017
- OBJECTIVE:** Enhance Personnel resources by enlisting the aid of Volunteers/Interns, explore other options. Target Date December 2016.
- OBJECTIVE:** Identify funding gaps between existing resources and those needed to execute 5 year plan. Target Date: May 2017.
- OBJECTIVE:** Present 5 year plan to County Administration and Commissioner's Court. Target Date: May 2017.
- GOAL:** Meet each month with the Law Library Committee and pursue initiatives that are identified.

COUNTY LAW LIBRARY

OBJECTIVE: Enlist the aid of the private bar for more involvement in outreach and education: frequent clinics supporting the Pro Se litigants, locally sponsored CLE sessions. Target Date: April 2017.

OBJECTIVE: Review the information collected towards creating the 5 year plan and generate a long term vision together. Target date: April 2017.

FISCAL YEAR 2016 ACCOMPLISHMENTS

The Law Library implemented a new web-based cataloging program to improve access to collection records. To meet current and future budget needs, subscription updates to the print and digital collection were cut by 78% and personnel remained at 66% of funded positions. The 3 year decline of filing fee revenue has leveled off. These efforts increased the Law Library fund balance from FY15 to FY16 ensuring financial stability for the future.

These factors position this fund to revitalize the Library in FY17 with technology updates, expanded services and personnel enhancement. The Library is entering FY17 with the goal of a complete organizational review, creating a 5 year plan to improve and modernize the Library and increase collaboration between DRO, the Courts and the private Bar.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 185,365 | \$ 211,477 | \$ 230,403 | 8.95% |
| Operating | 212,625 | 238,523 | 253,575 | 6.31% |
| Capital | | | | - |
| Totals | <u>\$ 397,990</u> | <u>\$ 450,000</u> | <u>\$ 483,978</u> | 7.55% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 3 | 3 | 3 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>3</u> | <u>3</u> | <u>3</u> | - |

COUNTY LAW LIBRARY

| Authorized Position Detail | | | |
|----------------------------|---|-------------|---|
| Asst. Library Manager | 1 | Law Library | 1 |
| Law Library Manager | 1 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COUNTY TOURIST PROMOTION

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 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$634,160 | \$1,087,060 | \$1,688,261 | | 55.31% |
| Designated for subsequent years' expenditures | | 150,793 | | | (100.00%) |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Miscellaneous revenue | 2 | | 4,000 | | |
| Interest revenue | 609 | 400 | | | (100.00%) |
| Total revenue | <u>611</u> | <u>400</u> | <u>4,000</u> | | 900.00% |
| Other financing sources: | | | | | |
| Transfers in | 958,469 | 804,039 | 1,174,058 | | 46.02% |
| Total revenue and other sources | <u>959,080</u> | <u>804,439</u> | <u>1,178,058</u> | | 46.44% |
| Expenditures: | <u>506,180</u> | <u>955,232</u> | <u>1,178,058</u> | | 23.33% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>506,180</u> | <u>955,232</u> | <u>1,178,058</u> | | 23.33% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$1,087,060</u> | <u>\$1,087,060</u> | <u>\$1,688,261</u> | | 55.31% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The County Tourist Promotion fund accounts for receipts and expenditures related to the promotion for tourism in the County of El Paso. The principal source of revenue is the Hotel/Motel Occupancy Tax (HOT). The County has invested in numerous organizations and events to ensure broad regional promotion to attract more tourists to the County. In addition, the County has increased its'

COUNTY TOURIST PROMOTION

stewardship of County owned historic assets through the allowable expenditures of HOT funds for preservation purposes. The Department of Family and Community Services manages this activity as part of its contract management duties.

JUDGING SUCCESS

One of the county's goals is: **Vibrant Community**. The county is leveraging the Hotel/ Motel tax to invest in the county's historical districts such as Concordia, the mission trails and San Elizario jail that once contained the famous outlaw Billy the Kid, thus increasing tourism in the county.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|---------------------|-------------------|
| Personnel | \$ 14,726 | | | - |
| Operating | 449,076 | \$ 955,232 | \$ 1,178,058 | 23.33% |
| Capital | | | | - |
| Totals | <u>\$ 463,802</u> | <u>\$ 955,232</u> | <u>\$ 1,178,058</u> | 23.33% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | 1 | | | - |
| Temporary Employees | | | | |
| Totals | <u>1</u> | <u>-</u> | <u>-</u> | - |

Authorized Position Detail

Not Applicable

COURT INITIATED GUARDIANSHIP FUND

This Fund is used solely for the purpose of accounting for receipts and expenditures related to the Court Initiated Guardianship program. These fees are assessed through the judiciary as cost of the court and are restricted towards the funding of a guardianship program.

| | Actual Sources and Uses | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-------------------|------------------|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | |
| Beginning balance | \$106,990 | \$120,825 | \$128,375 | 6.25% |
| Designated for subsequent years' expenditures | | 116,096 | 127,067 | 9.45% |
| Reserved for encumbrances | | | | |
| Revenue: | | | | |
| Charges for services | 43,678 | 35,000 | 40,000 | 14.29% |
| Interest revenue | 121 | | 300 | |
| Total revenue | <u>43,799</u> | <u>35,000</u> | <u>40,300</u> | 15.14% |
| Other financing sources: | | | | |
| Transfers in | | | | |
| Total revenue and other sources | <u>43,799</u> | <u>35,000</u> | <u>40,300</u> | 15.14% |
| Expenditures: | | | | |
| | <u>29,964</u> | <u>151,096</u> | <u>167,367</u> | 10.77% |
| Other financing uses: | | | | |
| Transfer out | | | | |
| Total expenditures and other uses | <u>29,964</u> | <u>151,096</u> | <u>167,367</u> | 10.77% |
| Encumbrances | | | | |
| Ending fund balance | <u>\$120,825</u> | <u>\$120,825</u> | <u>\$128,375</u> | 6.25% |

COURT INITIATED GUARDIANSHIP FUND

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Court Initiated Guardianship fund is used solely for the purpose of accounting for receipts and expenditures related to the Court Initiated Guardianship program. These fees are assessed through the judiciary as cost of the court and are restricted towards the funding of a guardianship program.

COURT INITIATED GUARDIANSHIP FUND: In March 2013, Commissioners Court approved an Office Specialist, Intermediate position for Probate Court #1 to be paid out of the Court Initiated Guardianship account. The position was granted to assist Probate Court #1 with active cases dating back to 1975 that had not been reviewed since 2009. During budget hearings for fiscal year 2014, the Commissioners Court approved to split the Court Initiated Guardianship account into Court Initiated Guardianship #1 and #2 for Probate Courts #1 and #2 respectively. As a result, the position was moved to the Court Initiated Guardianship #1 account.

COURT INITIATED GUARDIANSHIP FUND 1: During budget hearings for fiscal year 2014 Commissioners Court approved to split the Court Initiated Guardianship account into Court Initiated Guardianship #1 and #2 for Probate Courts #1 and #2 respectively. The Office Specialist, Intermediate position was moved to the Court Initiated Guardianship #1 account from the Court Initiated Guardianship account.

COURT INITIATED GUARDIANSHIP FUND 2: There were no additions, deletions, or changes in title in this department during fiscal year 2013 or as a result of fiscal year 2014 budget hearings.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | \$ 6,737 | \$ 6,449 | \$ 6,432 | (0.26%) |
| Operating | 25,225 | 144,647 | 160,935 | 11.26% |
| Capital | | | | - |
| Totals | \$ 31,962 | \$ 151,096 | \$ 167,367 | 10.77% |

COURT INITIATED GUARDIANSHIP FUND

Staffing Trends

| | 2015 | 2016 | 2017 | Percent |
|-----------------------------|--------------|--------------|--------------|---------------|
| Authorized Positions | Amend | Amend | Adopt | Change |
| Full-Time Employees | | | | - |
| Part-Time Employees | | | | - |
| Temporary Employees | 1 | 1 | 1 | - |
| Totals | 1 | 1 | 1 | - |

Authorized Position Detail

| | |
|-------------------|---|
| Probate Assistant | 1 |
|-------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

COURT RECORDS PRESERVATION FUND

This fund was established to account for new court costs collected for the purpose of covering the cost of digitally preserving the records of the court.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-------------------------|------------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$136,175 | \$120,232 | \$67,917 | | | (43.51%) |
| Designated for subsequent years' expenditures | | 89,316 | 55,000 | | | (38.42%) |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 96,615 | 92,500 | 95,000 | | | 2.70% |
| Interest revenue | 120 | | | | | |
| Total revenue | <u>96,735</u> | <u>92,500</u> | <u>95,000</u> | | | 2.70% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>96,735</u> | <u>92,500</u> | <u>95,000</u> | | | 2.70% |
| Expenditures: | <u>112,678</u> | <u>181,816</u> | <u>150,000</u> | | | (17.50%) |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>112,678</u> | <u>181,816</u> | <u>150,000</u> | | | (17.50%) |
| Encumbrances | | | | | | |
| Ending fund balance | <u><u>\$120,232</u></u> | <u><u>\$120,232</u></u> | <u><u>\$67,917</u></u> | | | (43.51%) |

COURT RECORDS PRESERVATION FUND

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was established to account for new court costs collected for the purpose of covering the cost of digitally preserving the records of the court.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 112,678 | \$ 181,816 | \$ 150,000 | (17.50%) |
| Capital | | | | - |
| Totals | \$ 112,678 | \$ 181,816 | \$ 150,000 | (17.50%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

COURT REPORTER SERVICE FUND

This fund is utilized to account for court reporter fees, which must be deposited into a separate fund to be utilized to defray the cost of providing court-reporting services for the County of El Paso.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-----------------|-----------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$99,177 | \$99,117 | \$63,504 | | | (35.93%) |
| Designated for subsequent years' expenditures | | 99,177 | 13,720 | | | (86.17%) |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 330,865 | 320,000 | 330,000 | | | 3.13% |
| Interest revenue | 109 | 100 | 100 | | | - |
| Total revenue | <u>330,974</u> | <u>320,100</u> | <u>330,100</u> | | | 3.12% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>330,974</u> | <u>320,100</u> | <u>330,100</u> | | | 3.12% |
| Expenditures: | | | | | | |
| Other financing uses: | | | | | | |
| Transfer out | 330,974 | 419,277 | 343,820 | | | (18.00%) |
| Total expenditures and other uses | <u>330,974</u> | <u>419,277</u> | <u>343,820</u> | | | (18.00%) |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$99,177</u> | <u>\$99,117</u> | <u>\$63,504</u> | | | (35.93%) |

DEPARTMENT DESCRIPTION & 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. These fees are assessed as a cost of the court.

COURT REPORTER SERVICE FUND

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 330,974 | \$ 419,277 | \$ 343,820 | (18.00%) |
| Capital | | | | - |
| Totals | \$ 330,974 | \$ 419,277 | \$ 343,820 | (18.00%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

COURTHOUSE SECURITY FUND

This fund is utilized to account for fees allowed by State law charged for filing certain documents in the County. These fees are restricted to expenditures that provide security of County facilities, primarily in the County Courthouse.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|------------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$497,244 | \$551,879 | \$638,730 | | 15.74% |
| Designated for subsequent years' expenditures | | 383,029 | 586,500 | | 53.12% |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | 257,141 | 250,000 | 270,000 | | 8.00% |
| Interest revenue | 494 | 450 | 1,300 | | 188.89% |
| Total revenue | <u>257,635</u> | <u>250,450</u> | <u>271,300</u> | | 8.33% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>257,635</u> | <u>250,450</u> | <u>271,300</u> | | 8.33% |
| Expenditures: | | | | | |
| | | | <u>857,800</u> | | |
| Other financing uses: | | | | | |
| Transfer out | 203,000 | 180,000 | | | (100.00%) |
| Total expenditures and other uses | <u>203,000</u> | <u>633,479</u> | <u>857,800</u> | | 35.41% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$551,879</u> | <u>\$551,879</u> | <u>\$638,730</u> | | 15.74% |

DEPARTMENT DESCRIPTION & 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.

COURTHOUSE SECURITY FUND

GOALS AND OBJECTIVES

GOAL: To safeguard the County Courthouse

OBJECTIVE: To increase number of weapons confiscated and decrease alarms.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| # of people screened | 1,096,511 | 1,096,511 | 936,958 | 1,200,000 |
| # of door alarms | 246 | 246 | 240 | 200 |
| # fire/smoke alarms | 2 | 2 | 14 | 8 |
| # of weapons confiscated | 7,603 | 7,603 | 6,740 | 7,200 |
| # of distress/panic alarms | 40 | 40 | 26 | 25 |
| # of bomb threats | 0 | 0 | 0 | 0 |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 203,000 | \$ 180,000 | \$ 185,000 | 2.78% |
| Capital | | 453,479 | 672,800 | 48.36% |
| Totals | <u>\$ 203,000</u> | <u>\$ 633,479</u> | <u>\$ 857,800</u> | 35.41% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | _____ | | | |

Authorized Position Detail

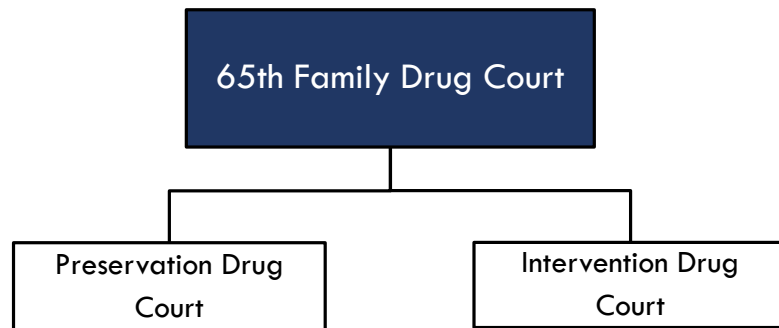
Not Applicable

65TH INTERVENTION FAMILY DRUG COURT, 65TH
 PRESERVATION FAMILY DRUG COURT, 346TH
 SPECIALTY COURT, 384TH ADULT DRUG SPECIALTY
 COURT, 384TH SAFP SPECIALTY COURT, COUNTY
 CRIMINAL COURT AT LAW NO. 2 SPECIALTY COURT,
 DWI DRUG COURT & JUVENILE DRUG COURT

This fund is utilized to account for the receipts and disbursements related to drug courts assessed for cases related to substance abuse cases. These funds can be used for substance abuse monitory programs as approved by the local Council of Judges.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|------------------|------------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$316,950 | \$330,323 | \$308,478 | | | (6.61%) |
| Designated for subsequent years' expenditures | | 306,583 | 264,083 | | | (13.86%) |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Interest | 331 | | | | | |
| Charges for services | 73,626 | 93,750 | 61,999 | | | (33.87%) |
| Total revenue | <u>73,957</u> | <u>93,750</u> | <u>61,999</u> | | | (33.87%) |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>73,957</u> | <u>93,750</u> | <u>61,999</u> | | | (33.87%) |
| Expenditures: | <u>60,584</u> | <u>400,333</u> | <u>326,082</u> | | | (18.55%) |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>60,584</u> | <u>400,333</u> | <u>326,082</u> | | | (18.55%) |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$330,323</u> | <u>\$330,323</u> | <u>\$308,478</u> | | | (6.61%) |

65TH INTERVENTION FAMILY DRUG COURT, 65TH
 PRESERVATION FAMILY DRUG COURT, 346TH
 SPECIALTY COURT, 384TH ADULT DRUG SPECIALTY
 COURT, 384TH SAFP SPECIALTY COURT, COUNTY
 CRIMINAL COURT AT LAW NO. 2 SPECIALTY COURT,
 DWI DRUG COURT & JUVENILE DRUG COURT



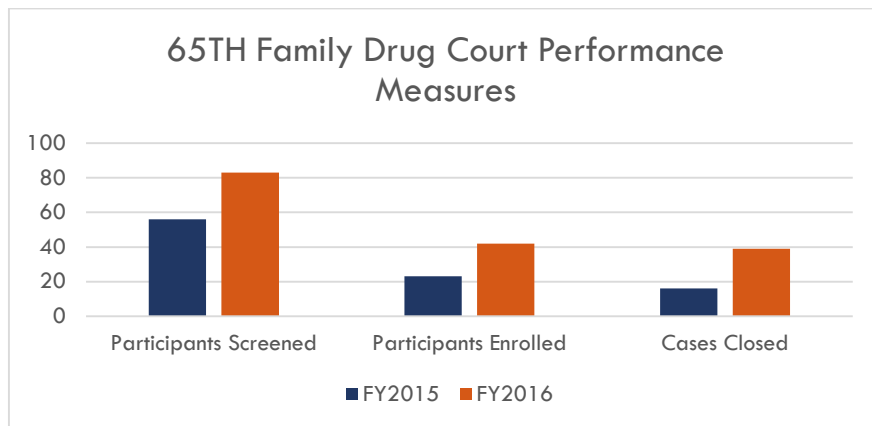
DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The 65th Intervention Family Drug Court was established in 1999. The Intervention Drug Court assists parents with drug and alcohol issues in reunification efforts with their children who have been placed in foster care and are involved in an open legal case. The Preservation Drug Court, established in 2005, is a preventative drug court that assists families that have an open non-legal case with the Texas Department of Family and Protective Services for abuse or neglect to avoid the removal of the children from the home and the filing of a legal case. The Family Drug Court program provides a multidisciplinary team approach, ongoing schedule of judicial status hearings, weekly drug testing, and group therapy to assist families involved in the child welfare system.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|----------------------------------|-------------------------|------------------------|-------------------------|------------------------|
| Department Activity | | | | |
| Child Protective Services | | | | |
| Participants screened | 337 | 325 | 324 | 300 |
| Participants enrolled | 220 | 225 | 202 | 200 |
| Cases closed i.e. opt out | 210 | 215 | 248 | 200 |
| Program completion graduated | 43 | 35 | 58 | 35 |
| Negative drug testing rate | 412 | 150 | 367 | 160 |

65TH INTERVENTION FAMILY DRUG COURT, 65TH PRESERVATION FAMILY DRUG COURT, 346TH SPECIALTY COURT, 384TH ADULT DRUG SPECIALTY COURT, 384TH SAFP SPECIALTY COURT, COUNTY CRIMINAL COURT AT LAW NO. 2 SPECIALTY COURT, DWI DRUG COURT & JUVENILE DRUG COURT



FISCAL YEAR 2016 ACCOMPLISHMENTS

1. The 65th Family Drug Court continues to maximize fiscal efficiencies of grant funding by providing in-house weekly group therapy and drug testing to all participants. The staff is certified in Moral Reconciliation Therapy a Cognitive Behavioral Therapy and trained to provide drug testing and monitoring. The Court has recently adopted a more effective testing kit that will monitor up to 72 hours of alcohol use.
2. The 65th Family Drug Court has developed an Integrated Program that includes; substance abuse treatment, bio-feedback sessions, acupuncture sessions, nutrition/health groups, and relaxation groups. This program is offered to the participants with a Co-Occurring Diagnosis.

DWI COURT

MISSION STATEMENT

The mission of the DWI Drug Court Program is designed to reduce recidivism of alcohol and drug offenders and to enhance public safety through a cost effective integrated continuum of care and a judicially supervised regime of treatment and innovative case management.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The DWI Drug Court Intervention and Treatment Program (hereinafter referred to as DWI Drug Court Program) is the first dedicated specialized court in the region to handle adults convicted of DWI offenses. The program applies the principles of the traditional Drug Court Program to alcohol

65TH INTERVENTION FAMILY DRUG COURT, 65TH
 PRESERVATION FAMILY DRUG COURT, 346TH
 SPECIALTY COURT, 384TH ADULT DRUG SPECIALTY
 COURT, 384TH SAFP SPECIALTY COURT, COUNTY
 CRIMINAL COURT AT LAW NO. 2 SPECIALTY COURT,
 DWI DRUG COURT & JUVENILE DRUG COURT

dependent adults. The DWI Drug Court Program is a comprehensive twelve (12) month, four (4) phase program designed with specific objectives aimed at keeping the offender drug free and reducing recidivism. Eligible participants of the DWI Drug Court are adults convicted of a DWI offense (s). This DWI Drug Court Program is a specialized court designated to handle adults convicted of Driving While Intoxicated (DWI) offenses. The DWI Drug Court Program demands offender accountability by requiring judicial monitoring, mandatory treatment, intensive supervision and law enforcement surveillance.

GOALS AND OBJECTIVES

GOAL: Reduce alcohol, drug abuse dependency; among offenders.

OBJECTIVE: Require mandatory alcohol/drug treatment for offenders; Reduce the overcrowding of Jails/prisons; Monitor attendance of AA meetings or other support groups on a regular basis; Require completion of the assessed community service hours; Require intensive supervision by the DWI Team (Community Supervision Dept. and Surveillance officer); Perform random drug/alcohol testing.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 5,069 | \$ 16,401 | \$ 15,014 | (8.46%) |
| Operating | 81,705 | 401,846 | 325,068 | (19.11%) |
| Capital | | | | |
| Totals | \$ 86,774 | \$ 418,247 | \$ 340,082 | (18.69%) |

65TH INTERVENTION FAMILY DRUG COURT, 65TH
 PRESERVATION FAMILY DRUG COURT, 346TH
 SPECIALTY COURT, 384TH ADULT DRUG SPECIALTY
 COURT, 384TH SAFP SPECIALTY COURT, COUNTY
 CRIMINAL COURT AT LAW NO. 2 SPECIALTY COURT,
 DWI DRUG COURT & JUVENILE DRUG COURT

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | - |
| Part-Time Employees | 2 | 2 | 2 | - |
| Temporary Employees | | | | - |
| Totals | <u>2</u> | <u>2</u> | <u>2</u> | - |

Authorized Position Detail

| | |
|--------|---|
| Intern | 2 |
|--------|---|

*Refer to Appendix A for detail on personnel changes for this

DISTRICT ATTORNEY APPORTIONMENT SUPPLEMENT

This fund is used to account for receipts and disbursements relating to the District Attorney's apportionment supplement program. Funds are required to be expended and then billed to the State for reimbursement.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|----------------|------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$2,417 | \$1,075 | (\$6,780) | | | (730.70%) |
| Designated for subsequent years' expenditures | | | | | | |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Intergovernmental | 20,000 | 22,500 | 22,500 | | | - |
| Total revenue | <u>20,000</u> | <u>22,500</u> | <u>22,500</u> | | | - |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>20,000</u> | <u>22,500</u> | <u>22,500</u> | | | - |
| Expenditures: | <u>21,342</u> | <u>22,500</u> | <u>22,500</u> | | | - |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>21,342</u> | <u>22,500</u> | <u>22,500</u> | | | - |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$1,075</u> | <u>\$1,075</u> | <u>(\$6,780)</u> | | | (730.70%) |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund is used to account for receipts and disbursements relating to the District Attorney's apportionment supplement program. The State by law provides this fund and the fund may be utilized by the District Attorney to defray salaries and expenses of the office as provided by law in section 46.004 of the Texas Government Code.

DISTRICT ATTORNEY APPORTIONMENT SUPPLEMENT

FISCAL YEAR 2016 ACCOMPLISHMENTS

- For FY2016 this fund was used to supplement the salary of an Executive Assistant on the District Attorney's staffing table. The Executive Assistant performs a wide array of duties and has supervisory duties over a department.

Financial Trends

| | 2015 | 2016 | 2017 | Percent |
|-----------|-----------|-----------|-----------|---------|
| Character | Actuals | Budget | Budget | Change |
| Personnel | \$ 22,433 | \$ 22,500 | \$ 22,500 | - |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ 22,433 | \$ 22,500 | \$ 22,500 | - |

Staffing Trends

| | 2015 | 2016 | 2017 | Percent |
|----------------------|-------|----------------|-------|---------|
| Authorized Positions | Amend | Amend | Adopt | Change |
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

DISTRICT ATTORNEY FEDERAL ASSET SHARING

This fund is utilized to account for receipts and disbursements related to the forfeiture of Federal assets that are seized and forfeited to the District Attorney's Office through agreements entered into with Federal law enforcement agencies. These funds are used at the discretion of the District Attorney to conduct the operations of the District Attorney's Office and for purposes of law enforcement and prosecution. The use of these funds includes but is not restricted to law enforcement and prosecution. The use of these funds includes, but is not restricted to expenses for training of employees of the DA's Office, office expenses, office equipment, asset accounting, travel and transportation, and for any other official purpose of the Office.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-----------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$37,649 | \$37,690 | \$14,898 | | (60.47%) |
| Designated for subsequent years' expenditures | | 37,686 | 10,327 | | (72.60%) |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Interest revenue | 41 | | | | |
| Total revenue | <u>41</u> | | | | |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>41</u> | | | | |
| Expenditures: | | <u>37,686</u> | <u>10,327</u> | | (72.60%) |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | | <u>37,686</u> | <u>10,327</u> | | (72.60%) |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$37,690</u> | <u>\$37,690</u> | <u>\$14,898</u> | | (60.47%) |

DISTRICT ATTORNEY FEDERAL ASSET SHARING

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund is utilized to account for receipts and disbursements related to the forfeiture of Federal assets that are seized and forfeited to the County through agreements entered into with Federal law enforcement agencies.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- During FY 2016 funds from this account were utilized to purchase a new economical sedan vehicle to refresh the office's current vehicle fleet. This vehicle will be used only for office purposes.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|------------------|------------------|-------------------|
| Personnel | | \$ 9,686 | \$ 10,327 | 6.62% |
| Operating | | 28,000 | | (100.00%) |
| Capital | | | | - |
| Totals | <u>\$ -</u> | <u>\$ 37,686</u> | <u>\$ 10,327</u> | (72.60%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

DISTRICT ATTORNEY FOOD STAMP FRAUD

This fund is utilized to account for receipts and disbursements related to the food stamp fraud program.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|------------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$217,301 | \$222,569 | \$193,223 | | (13.19%) |
| Designated for subsequent years' expenditures | | 159,800 | 154,600 | | (3.25%) |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Intergovernmental | 5,041 | | 5,000 | | |
| Interest revenue | 227 | 200 | 400 | | 100.00% |
| Total revenue | <u>5,268</u> | <u>200</u> | <u>5,400</u> | | 2600.00% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>5,268</u> | <u>200</u> | <u>5,400</u> | | 2600.00% |
| Expenditures: | | | | | |
| | | 160,000 | 160,000 | | - |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | | <u>160,000</u> | <u>160,000</u> | | - |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$222,569</u> | <u>\$222,569</u> | <u>\$193,223</u> | | (13.19%) |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund is utilized to account for receipts and disbursements related to the funds received from the Texas Health and Human Services Commission – Office of the Inspector General in accordance with an agreement between that agency and the local prosecutor's office as allowed by law. Revenues in this account are used at the discretion of the District Attorney to pay expenses related to the District Attorney's Office and the conduct of its' operations.

DISTRICT ATTORNEY FOOD STAMP FRAUD

FISCAL YEAR 2016 ACCOMPLISHMENTS

- Funds from this account were utilized to purchase a replacement sport utility vehicle (SUV) for the office. These funds allowed the replacement of an aged SUV which had been used by the office for many years.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | \$ 60,000 | \$ 60,000 | - |
| Operating | | 60,000 | 20,000 | (66.67%) |
| Capital | | 40,000 | 80,000 | 100.00% |
| Totals | \$ - | \$ 160,000 | \$ 160,000 | - |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

DISTRICT ATTORNEY SPECIAL ACCOUNT

This fund was established to account for receipts and disbursements related to the District Attorney's discretionary account.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$888,336 | \$620,280 | \$716,387 | | 15.49% |
| Designated for subsequent years' expenditures | | 613,771 | 543,603 | | (11.43%) |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Fines and forfeitures | 200,387 | 150,000 | 200,000 | | 33.33% |
| Miscellaneous revenue | 74,536 | 50,000 | 75,000 | | 50.00% |
| Interest revenue | 808 | 500 | 1,100 | | 120.00% |
| Total revenue | <u>275,731</u> | <u>200,500</u> | <u>276,100</u> | | 37.71% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>275,731</u> | <u>200,500</u> | <u>276,100</u> | | 37.71% |
| Expenditures: | | | | | |
| | <u>543,787</u> | <u>529,317</u> | <u>819,703</u> | | 54.86% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>543,787</u> | <u>814,271</u> | <u>819,703</u> | | 0.67% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$620,280</u> | <u>\$620,280</u> | <u>\$716,387</u> | | 15.49% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was established to account for receipts and disbursements related to the District Attorney's discretionary account. Revenue from the account is a result of judgments awarding distribution of seizures from drug cases to multiple agencies in accordance with procedures detailed under Article 59 of the Texas Code of Criminal Procedure. These funds are used at the discretion of the District

DISTRICT ATTORNEY SPECIAL ACCOUNT

Attorney to conduct operations of the office and for purposes of law enforcement and prosecution in accordance with the provisions of Article 59 of the Texas Code of Criminal Procedure.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- The funds from this account were utilized for many varied office purposes.
- Funds were used to purchase enhanced computers for use by the attorneys as a part of our paperless file system—the District Attorney Portal. The attorneys need fast and portable computers to take to court and funds from this account have made that possible.
- Funds have been used to purchase software needed on our computer systems.
- Funds have been used to purchase miscellaneous office equipment, office supplies, and office furniture to include adjustable desk chairs for the office’s employees.
- Funds have been used for travel and training of lawyers and staff. Our office has been able to send lawyers to training provided primarily by the Texas District and County Attorneys Association as well as other entities. An example would be that through this fund our office has been able to send every new prosecutor hired into our office to the week-long Basic Prosecutors course which is offered by the Texas District and County Attorneys Association twice a year in January and July.
- This fund is also used to pay the sponsorship fee for the office’s continuing legal education (CLE) program. The office provides accredited CLE training to the lawyers at our office in order to further their legal knowledge and to assist each lawyer with obtaining the number of hours of CLE training needed to maintain the CLE requirement for continuing licensure. The office usually provides CLE training once or twice a month.
- Funds have been used to advance an educational and preventative DWI Initiative known as the “Out for Blood” initiative. This educates the public as to certain legal procedures which include the fact that our jurisdiction is a jurisdiction which will obtain search warrants for a blood sample from those who are arrested for DWI at any time during the day or night. Our jurisdiction has suffered tragic vehicle collisions resulting in death caused by individuals who are driving under the influence of an alcoholic beverage. Our office has sought to utilize the “Out for Blood” DWI Initiative to educate and inform our community of the extreme dangers of driving while intoxicated.
- Funds have been used to provide snacks and food to individuals attending training at our office or those engaged in the Domestic Violence Unit’s review of arrests of domestic violence offenders for the past 24 hours which often carries the review team through the lunch hour.
- Funds have been used to continue to supplement salaries of key office personnel as approved by Commissioners Court.

DISTRICT ATTORNEY SPECIAL ACCOUNT

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 255,005 | \$ 266,418 | \$ 292,857 | 9.92% |
| Operating | 306,661 | 514,328 | 493,321 | (4.08%) |
| Capital | 32,857 | 33,525 | 33,525 | - |
| Totals | \$ 594,523 | \$ 814,271 | \$ 819,703 | 0.67% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | - |
| Part-Time Employees | | | | - |
| Temporary Employees | 16 | 16 | 16 | - |
| Totals | 16 | 16 | 16 | - |

Authorized Position Detail

| | | | |
|---------------------------|---|-----------------------|---|
| 1st. Assistant | 1 | Intern | 1 |
| Chief Investigator | 1 | Office Admin./Support | 1 |
| Deputy Chief Investigator | 1 | Program Manager | 1 |
| Division/Unit Chief | 5 | Sr. Trial Attorney | 1 |
| Executive Assistant | 1 | Trial Team Chief | 2 |
| Executive Secretary | 1 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

DISTRICT CLERK RECORDS MANAGEMENT AND PRESERVATION

This fund is used to account for the receipts and disbursements relating to the District Clerk's records management and preservation program.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-----------------|-----------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$30,477 | \$21,469 | \$32,834 | | | 52.94% |
| Designated for subsequent years' expenditures | | 8,228 | 24,000 | | | 191.69% |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 79,784 | 63,314 | 80,000 | | | 26.35% |
| Interest revenue | 9 | | | | | |
| Total revenue | <u>79,793</u> | <u>63,314</u> | <u>80,000</u> | | | 26.35% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>79,793</u> | <u>63,314</u> | <u>80,000</u> | | | 26.35% |
| Expenditures: | <u>88,801</u> | <u>69,599</u> | | | | (100.00%) |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>88,801</u> | <u>71,542</u> | <u>104,000</u> | | | 45.37% |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$21,469</u> | <u>\$21,469</u> | <u>\$32,834</u> | | | 52.94% |

DISTRICT CLERK RECORDS MANAGEMENT AND PRESERVATION

MISSION STATEMENT

To serve the judiciary and the public with integrity through high moral standards, firm principles, professionalism, and compliance with the laws of the United States and the State of Texas.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The District Clerk is designated as the records management officer for the District Clerk's Office and is responsible for the following duties.

The District Clerk's Office as the records manager for this office, is responsible for the following:

- Develop a records management program.
- Destruction of records as directed by the Texas State Archives Library Commission.
- Identify and ensure the preservation of records of permanent value.
- Perform quality control of all court records
- Administer the records management program efficiently and effectively.
- Preparing voluminous old court records for electronic transfer as authorized by section 205.002 of the Texas Local Government Code.
- Identifying and preservation of essential court records.
- Ensure that the records management activities, such as destruction, preservation, and electronic transfer of records are in accordance with the requirements of the Texas Local Government Records Act.

The District Clerk has established a Records Management Plan for the District Clerk's Office in which it delineates the policies and procedures that will enable her ability to fulfill the responsibilities as the records manager as it relates to the digitization and preservation of court records.

Inventory

The District Clerk's Office currently holds 413,717 case files, which consist of 61,267 civil case files, 248,360 family case files, and 104,090 criminal case files. There are approximately 43,295 civil files, 99,785 family case files, and 38,850 criminal case files that need to be scanned. Additionally, there are 384 book volumes, (including two (2) indices), which hold court minutes for the various District Courts. The District Clerk secures 2,125 large and small Civil/Criminal books which have historic value that have permanent retention in accordance with State Library and Archives Commission.

GOALS AND OBJECTIVES

GOAL: To improve the physical storage and address the space limitations.

DISTRICT CLERK RECORDS MANAGEMENT AND PRESERVATION

OBJECTIVE: Enhance the control of files, which will lesson misfiled and lost documents or case files. This will make public records more accessible electronically and shorten the turnaround time for requests for public information.

OBJECTIVE: To digitize files to facilitate the District Clerk staff and the public in readily obtaining instant access to archived documents. The District Clerk will provide an Electric Protection Plan to historical documents that satisfy State Library and Archive Commission Retention Requirements.

FISCAL YEAR 2016 ACCOMPLISHMENTS

Back Scanning Project:

Currently, the District Clerk’s Office sends files to be scanned and digitized in major quantities. There are three phases to the project:

- Phase I: Digital scanning and creating a new electronic index of approximately 25 million civil and family pages for all cases filed prior to the year 2000.
- Phase II: Digital scanning and creating a new electronic index of approximately three (3) million criminal pages for all cases filed prior the year 2000.
- Phase III: Digital scanning and creating a new electronic index of approximately 2,418 original minute/docket court record books. These books contain approximately 1.7 million pages.

| Department Activity | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-------------------------|------------------------|-------------------------|------------------------|
| Outputs: | | | | |
| No. of documents filed incurring the RMP Fund | 29,043 | 35,000 | 37,380 | 39,000 |
| No. of records that have been electronically inventoried* | 641,922 | 1,000,000 | 8,883,400 | 1,000,000 |
| Outcomes: | | | | |
| % of records that have been electronically inventoried | 100% | 100% | 100% | 100% |
| *Actuals increased due to contracted service for this purpose | | | | |

DISTRICT CLERK RECORDS MANAGEMENT AND PRESERVATION

Financial Trends

| Character | 2015 | 2016 | 2017 | Percent Change |
|-----------|-----------|-----------|------------|-------------------|
| | Actuals | Budget | Budget | |
| Personnel | \$ 48,132 | \$ 55,708 | \$ 57,482 | 3.18% |
| Operating | 46,285 | 15,834 | 46,518 | 193.79% |
| Capital | | | | - |
| Totals | \$ 94,417 | \$ 71,542 | \$ 104,000 | 45.37% |

Staffing Trends

| Authorized Positions | 2015 | 2016 | 2017 | Percent Change |
|----------------------|-------|-------|-------|-------------------|
| | Amend | Amend | Adopt | |
| Full-Time Employees | 1 | 1 | 1 | - |
| Part-Time Employees | 2 | 2 | 2 | - |
| Temporary Employees | | | | - |
| Totals | 3 | 3 | 3 | - |

Authorized Position Detail

| | | | |
|-------------------|---|---------------------|---|
| Office Specialist | 1 | Project Coordinator | 1 |
|-------------------|---|---------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

DISTRICT COURT RECORDS ARCHIVES

This fund was established to account for collection and expenditures related to a new court cost that is designed to assist in the electronic archiving of district court records.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|------------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$158,684 | \$271,064 | \$388,190 | | 43.21% |
| Designated for subsequent years' expenditures | | 250,000 | 375,000 | | 50.00% |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | 112,171 | 105,000 | 110,000 | | 4.76% |
| Interest revenue | 209 | 75 | 750 | | 900.00% |
| Total revenue | <u>112,380</u> | <u>105,075</u> | <u>110,750</u> | | 5.40% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>112,380</u> | <u>105,075</u> | <u>110,750</u> | | 5.40% |
| Expenditures: | | <u>355,075</u> | <u>485,750</u> | | 36.80% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | | <u>355,075</u> | <u>485,750</u> | | 36.80% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$271,064</u> | <u>\$271,064</u> | <u>\$388,190</u> | | 43.21% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was established to account for collection and expenditures related to a new court cost that is designed to assist in the electronic archiving of district court records.

DISTRICT COURT RECORDS ARCHIVES

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | \$ 355,075 | \$ 485,750 | 36.80% |
| Operating | | | | - |
| Capital | | | | - |
| Totals | \$ - | \$ 355,075 | \$ 485,750 | 36.80% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

ELECTION CONTRACT SERVICE

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 in Budget |
|--|----------------------------|--------------------|--------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$1,213,578 | \$1,353,562 | \$1,438,804 | | 6.30% |
| Designated for subsequent years' expenditures | | 228,815 | 1,049,161 | | 358.52% |
| Prior year adjustment | (10,052) | | | | - |
| Revenue: | | | | | |
| Miscellaneous revenue | | | | | |
| Intergovernmental | 642,580 | 430,000 | 650,000 | | |
| Interest revenue | 1,230 | 1,200 | 2,500 | | 108.33% |
| Total revenue | <u>643,810</u> | <u>431,200</u> | <u>652,500</u> | | 51.32% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>643,810</u> | <u>431,200</u> | <u>652,500</u> | | 51.32% |
| Expenditures: | <u>513,878</u> | <u>660,015</u> | <u>1,701,661</u> | | 157.82% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>513,878</u> | <u>660,015</u> | <u>1,701,661</u> | | 157.82% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$1,353,562</u> | <u>\$1,353,562</u> | <u>\$1,438,804</u> | | 6.30% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The department has the responsibility of conducting all Federal, State and County Elections. The department also serves as the primary administrator for over twenty additional local political entities' elections. This entail training over 700 election workers and operating over 175 Early Voting and Election Day Polling Sites for most elections.

ELECTION CONTRACT SERVICE

GOAL AND OBJECTIVES

GOAL: To provide high quality service to voters.

OBJECTIVE: Removing distance barriers from the Early Voting Process

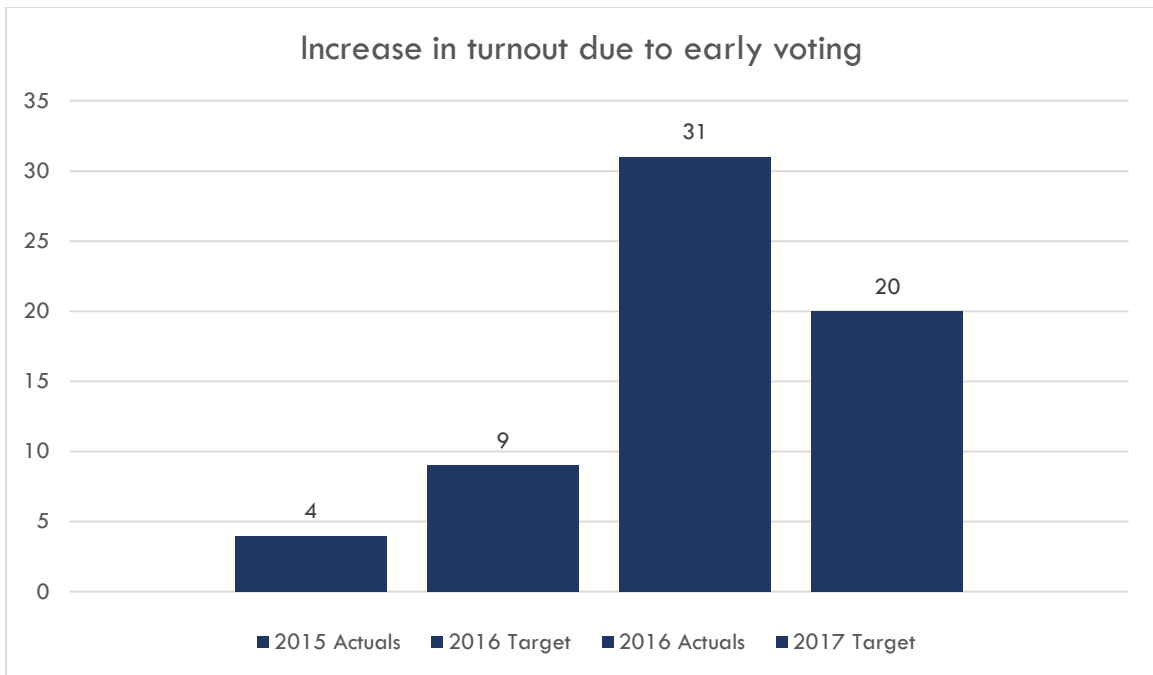
FISCAL YEAR 2016 ACCOMPLISHMENTS

- In the November Election, we purchased tablets and internet access for each precinct for the precinct greeter in each polling location. The purpose of the greeter was to check where the voter was registered to vote and answer questions voters may have. They informed the voter of where the voters polling location was and if the voter was in the incorrect precinct, hopefully they had time to get to their correct precinct.
- We also incorporated the Election Day Issue Reporting System via the HEAT software where Election Day workers were able to call and report their issue and where we have the opportunity to handle emergency situations as it arose, etc. With this we can track and keep record and learn new ways to improve the electoral process.
- Because the Texas Secretary of State changed the Voter ID Law, we wanted to educate the constituents of El Paso; therefore, we sent out an 8x11.5" mailer to over 300,000 voter residences' containing information regarding the Voter ID Law and the dates of early voting and Election Day. Not only did we inform the public via mail but we also published the mailer in 4 periodicals.
- For the November 2016 General Election we employed 26 Election District Supervisors compared to the 14 we employed in November 2015. We felt the need to increase the total because of the magnitude of the election. The purpose of the District Supervisor is to assist their assigned polling locations with technical support, supplies, expertise, etc when needed.
- For the November 2016 General Election, we employed 50 people for the Call Bank compared to 20 in the November 2015 Election. The people in the phone bank answer the phone on Election Day and dispense information to the public, the polling locations, etc.

ELECTION CONTRACT SERVICE

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Establish additional Early Voting Sites | 4 | 9 | 31 | 20 |
| Outcomes: | | | | |
| Increase in turnout due to early voting | 2.80% | 9.00% | 35.83% | 8.00% |



ELECTION CONTRACT SERVICE

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 88,871 | \$ 112,306 | \$ 113,979 | 1.49% |
| Operating | 419,228 | 547,709 | 1,587,682 | 189.88% |
| Capital | | | | - |
| Totals | \$ 508,099 | \$ 660,015 | \$ 1,701,661 | 157.82% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | 1 | 1 | - |
| Totals | - | 1 | 1 | - |

Authorized Position Detail

Voter Equipment Service (FT) 1

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

ELECTION FUND CHAPTER 19

This fund is utilized to account for funding received from the State of Texas to be expended on voter registration related purchases and services pursuant to §81.11- §81.29 of the Election Code. This is a reimbursement program and funds are issued to the County but maintained at the state level and disbursed after purchase of allowable products and services. Funds must be spent by the locality and then be billed to and reimbursed by the state of Texas.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|----------------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$1 | | (\$27,396) | | (100.00) |
| Designated for subsequent years' expenditures | | | | | |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Miscellaneous revenue | | | | | |
| Intergovernmental | 95,547 | \$ 213,002 | 131,292 | | (38.36%) |
| Total revenue | <u>95,547</u> | <u>213,002</u> | <u>131,292</u> | | (38.36%) |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>95,547</u> | <u>213,002</u> | <u>131,292</u> | | (38.36%) |
| Expenditures: | <u>76,648</u> | <u>213,002</u> | <u>131,292</u> | | (38.36%) |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>95,548</u> | <u>213,002</u> | <u>131,292</u> | | (38.36%) |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$ -</u> | <u>\$ -</u> | <u>(\$27,396)</u> | | (100.00%) |

ELECTION FUND CHAPTER 19

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The department has the responsibility of conducting all Federal, State and County Elections. The department also serves as the primary administrator for over twenty additional local political entities' elections. This entail training over 700 election workers and operating over 175 Early Voting and Election Day Polling Sites for most elections.

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|---|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Professional Education and Development (Hours) | 198 | 176 | 209 | 175 |
| Voter Registration: | | | | |
| Processed New | 7,170 | 8,000 | 34,871 | 8,000 |
| Process Changed | 10,674 | 11,000 | 42,182 | 11,000 |
| Process Cancelled | 2,597 | 3,000 | 2,249 | 4,000 |
| Voter Registration Drives | 31 | 24 | 43 | 15 |
| Outcomes: | | | | |
| Increase in number of registered voters in El Paso County | 396,526 | 401,000 | 429,154 | 400,000 |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 75,835 | \$ 213,002 | \$ 131,292 | (38.36%) |
| Capital | 18,900 | | | - |
| Totals | \$ 94,735 | \$ 213,002 | \$ 131,292 | (38.36%) |

ELECTION FUND CHAPTER 19

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

EL PASO HOUSING FINANCE CORPORATION

This fund was set up to account for receipts and disbursements related to operations of the El Paso Housing Finance Corporation.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|----------|----------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$51,341 | \$51,341 | \$51,341 | | | - |
| Designated for subsequent years' expenditures | | 51,340 | 51,340 | | | - |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Total revenue | | | | | | |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | | | | | | |
| Expenditures: | | 51,340 | 51,340 | | | - |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | | 51,340 | 51,340 | | | - |
| Encumbrances | | | | | | |
| Ending fund balance | | | | | | - |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

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

EL PASO HOUSING FINANCE CORPORATION

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | | \$ 51,340 | \$ 51,340 | - |
| Capital | | | | - |
| Totals | \$ - | \$ 51,340 | \$ 51,340 | - |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

FAMILY PROTECTION FUND

This fund accounts for receipts and disbursements related to the Family Protection Fund. The fees are collected through court costs.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|------------------------|-----------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$38,642 | \$19,622 | \$9,741 | | | (50.36%) |
| Designated for subsequent years' expenditures | | 16,058 | 10,234 | | | (36.27%) |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 48,860 | 45,000 | 45,000 | | | - |
| Interest revenue | 27 | | | | | |
| Total revenue | <u>48,887</u> | <u>45,000</u> | <u>45,000</u> | | | - |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>48,887</u> | <u>45,000</u> | <u>45,000</u> | | | - |
| Expenditures: | <u>67,907</u> | <u>55,795</u> | <u>55,234</u> | | | (1.01%) |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>67,907</u> | <u>61,058</u> | <u>55,234</u> | | | (9.54%) |
| Encumbrances | | | | | | |
| Ending fund balance | <u><u>\$19,622</u></u> | <u><u>\$19,622</u></u> | <u><u>\$9,741</u></u> | | | (50.36%) |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund accounts for receipts and disbursements related to the Family Protection Fund. Revenues in this account come from Court costs assessed for certain cases. Proceeds from this account will be utilized to fund eligible organizations, to wit: \$25,000 set aside annually to fund the Supervised Visitation and Safe Exchange Program currently contracted through the YMCA of El Paso. This

FAMILY PROTECTION FUND

alliance offers family law courts and litigants an opportunity for safe and neutral exchanges during difficult times when family violence is alleged. This program allows for the children’s transfer between parents to be free of hostility and negative interactions. Also, the YMCA provides supervised visitations when ordered by the court. The staff at the YMCA is often called to court to testify as to the details of the supervised visit. Overall, the YMCA provides a positive and nurturing environment for all – young and old.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 53,550 | \$ 53,704 | \$ 55,234 | 2.85% |
| Operating | 16,620 | 7,354 | | (100.00%) |
| Capital | | | | - |
| Totals | \$ 70,170 | \$ 61,058 | \$ 55,234 | (9.54%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 1 | 1 | 1 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | 1 | 1 | 1 | - |

Authorized Position Detail

Not Applicable

JPD SUPERVISION, JPD JUROR DONATIONS, AND JPD PROBATION DONATIONS

These funds are utilized to account for the receipt and expenditure of funds received from Juror donations, and supervision fees collected by the Juvenile Probation Department during the year.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$569,788 | \$459,309 | \$398,563 | | (13.23%) |
| Designated for subsequent years' expenditures | | 183,387 | 148,852 | | (18.83%) |
| Prior year adjustment | (65,897) | | | | |
| Revenue: | | | | | |
| Charges for services | 214,045 | 105,000 | 120,000 | | 14.29% |
| Miscellaneous revenue | 46,510 | 121,500 | 130,500 | | 7.41% |
| Interest revenue | 528 | 500 | 1100 | | 120.00% |
| Total revenue | <u>261,083</u> | <u>227,000</u> | <u>251,600</u> | | 10.84% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>261,083</u> | <u>227,000</u> | <u>251,600</u> | | 10.84% |
| Expenditures: | | | | | |
| | <u>305,665</u> | <u>410,387</u> | <u>404,652</u> | | (1.40%) |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>305,665</u> | <u>410,387</u> | <u>400,452</u> | | (2.42%) |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$459,309</u> | <u>\$459,309</u> | <u>\$398,563</u> | | (13.23%) |

JPD SUPERVISION, JPD JUROR DONATIONS, AND JPD PROBATION DONATIONS

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

These funds are utilized to account for the receipt and expenditure of funds received from Juror donations, and supervision fees collected by the Juvenile Probation Department during the year.

Mission Statement, Goals and Objectives for this program are now reported under the General Fund Type.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 296,847 | \$ 410,387 | \$ 404,652 | (1.40%) |
| Capital | | | | - |
| Totals | \$ 296,847 | \$ 410,387 | \$ 404,652 | (1.40%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

JUSTICE COURT SECURITY FUND

The Justice Court Security fund is used to account for revenues collected from court costs. Funds are used to cover costs of justice court security.

| | Actual Sources and Uses | | | Percentage Change in Budget |
|--|-------------------------|------------------|------------------|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | |
| Beginning balance | \$212,095 | \$217,964 | \$241,428 | 10.77% |
| Designated for subsequent years' expenditures | | 179,825 | 194,502 | 8.16% |
| Reserved for encumbrances | | | | |
| Revenue: | | | | |
| Charges for services | 23,053 | 21,000 | 26,000 | 23.81% |
| Interest revenue | 229 | 175 | 500 | 185.71% |
| Total revenue | <u>23,282</u> | <u>21,175</u> | <u>26,500</u> | 25.15% |
| Other financing sources: | | | | |
| Transfers in | | | | |
| Total revenue and other sources | <u>23,282</u> | <u>21,175</u> | <u>26,500</u> | 25.15% |
| Expenditures: | | | | |
| | <u>17,413</u> | <u>201,000</u> | <u>221,002</u> | 9.95% |
| Other financing uses: | | | | |
| Transfer out | | | | |
| Total expenditures and other uses | <u>17,413</u> | <u>201,000</u> | <u>221,002</u> | 9.95% |
| Encumbrances | | | | |
| Ending fund balance | <u>\$217,964</u> | <u>\$217,964</u> | <u>\$241,428</u> | 10.77% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Justice Court Security fund is used to account for revenues collected from court costs. Funds are used to cover costs of justice court security.

JUSTICE COURT SECURITY FUND

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|-------------------|-------------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 9,163 | \$ 170,206 | \$ 171,002 | 0.47% |
| Capital | | 30,794 | 50,000 | 62.37% |
| Totals | <u>\$ 9,163</u> | <u>\$ 201,000</u> | <u>\$ 221,002</u> | 9.95% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

JUSTICE COURT TECHNOLOGY FUND

The Justice Court Technology fund is used to account for the receipts and disbursements of funds directly related to this program.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-------------------------|-------------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$345,513 | \$372,344 | \$358,102 | | | (3.82%) |
| Designated for subsequent years' expenditures | | 307,045 | 299,845 | | | (2.34%) |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 92,451 | 83,000 | 94,700 | | | 14.10% |
| Interest revenue | 373 | 300 | 900 | | | 200.00% |
| Total revenue | <u>92,824</u> | <u>83,300</u> | <u>95,600</u> | | | 14.77% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>92,824</u> | <u>83,300</u> | <u>95,600</u> | | | 14.77% |
| Expenditures: | | | | | | |
| | <u>65,993</u> | <u>390,345</u> | <u>395,445</u> | | | 1.31% |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>65,993</u> | <u>390,345</u> | <u>395,445</u> | | | 1.31% |
| Encumbrances | | | | | | |
| Ending fund balance | <u><u>\$372,344</u></u> | <u><u>\$372,344</u></u> | <u><u>\$358,102</u></u> | | | (3.82%) |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

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

JUSTICE COURT TECHNOLOGY FUND

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 65,185 | \$ 269,559 | \$ 274,659 | 1.89% |
| Capital | | 120,786 | 120,786 | - |
| Totals | \$ 65,185 | \$ 390,345 | \$ 395,445 | 1.31% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

JUVENILE CASE MANAGER FUND

This fund is used to account for the receipts and disbursements of funds directly related to this program. Revenues result from court costs in certain juvenile justice court cases. Proceeds will be used to cover the cost of several Juvenile Case Manager positions, whose responsibilities will be to track and monitor juvenile case flow to ensure effective and efficient disposition of these cases.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-----------------|-----------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$16,201 | \$23,697 | \$69,527 | | | 193.40% |
| Designated for subsequent years' expenditures | | 551 | 65,000 | | | 11696.73% |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 133,687 | 110,000 | 120,000 | | | 9.09% |
| Miscellaneous | | | 20,000 | | | 100.00% |
| Interest revenue | 9 | | | | | |
| Total revenue | <u>133,696</u> | <u>110,000</u> | <u>140,000</u> | | | 27.27% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>133,696</u> | <u>110,000</u> | <u>140,000</u> | | | 27.27% |
| Expenditures: | | <u>110,551</u> | <u>205,000</u> | | | 85.43% |
| Other financing uses: | | | | | | |
| Transfer out | 126,200 | | | | | |
| Total expenditures and other uses | <u>126,200</u> | <u>110,551</u> | <u>205,000</u> | | | 85.43% |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$23,697</u> | <u>\$23,697</u> | <u>\$69,527</u> | | | 193.40% |

JUVENILE CASE MANAGER FUND

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund is used to account for the receipts and disbursements of funds directly related to this program. Revenues result from court costs in certain juvenile justice court cases. Proceeds will be used to cover the cost of several Juvenile Case Manager positions, whose responsibilities will be to track and monitor juvenile case flow to ensure effective and efficient disposition of these cases.

GOALS AND OBJECTIVES

GOAL: To collect, process, and expedite all juvenile cases through the judicial system within the 180 day time frame.

OBJECTIVE: To ensure that every defendant complies with the court order appropriated by the Court; to have the juvenile offenders follow each and every directive of the Court by ensuring that they meet court ordered deadlines.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$126,200 | \$110,551 | \$ 205,000 | 85.43% |
| Capital | | | | - |
| Totals | \$126,200 | \$110,551 | \$ 205,000 | 85.43% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

JUVENILE PROBATION NATIONAL SCHOOL PROGRAM

This fund is utilized to account for the funds that are reimbursed through the National School Lunch Program and will be used by the Juvenile Probation Department to purchase meals for the juveniles residing in the Detention and Challenge Academy Program.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-----------|-------------------|-----------------|-----------------------------------|
| | FY 2015 | | FY 2016 | FY 2017 | |
| Beginning balance | \$34,308 | | | \$47,714 | 100.00% |
| Designated for subsequent years' expenditures | | | | | |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Charges for services | | | | | |
| Fines and Forfeitures | | | | | |
| Miscellaneous revenue | | | | | |
| Intergovernmental | 126,410 | \$ | 125,000 | 150,000 | 20.00% |
| Interest revenue | 56 | | | | |
| Total revenue | <u>126,466</u> | | <u>125,000</u> | <u>150,000</u> | 20.00% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>126,466</u> | | <u>125,000</u> | <u>150,000</u> | 20.00% |
| Expenditures: | <u>160,774</u> | | <u>125,000</u> | <u>150,000</u> | 20.00% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>160,774</u> | | <u>125,000</u> | <u>150,000</u> | 20.00% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$ -</u> | <u>\$</u> | <u>-</u> | <u>\$47,714</u> | 100.00% |

JUVENILE PROBATION NATIONAL SCHOOL PROGRAM

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund is utilized to account for the funds that are reimbursed through the National School Lunch Program and will be used by the Juvenile Probation Department to purchase meals for the juveniles residing in the Detention and Challenge Academy Program.

Mission Statement, Goals and Objectives for this program are now reported under the General Fund Type.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 160,774 | \$ 125,000 | | (100.00%) |
| Operating | 680 | | \$ 150,000 | 100.00% |
| Capital | | | | - |
| Totals | <u>\$ 161,454</u> | <u>\$ 125,000</u> | <u>\$ 150,000</u> | 20.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

PROBATE JUDICIARY SUPPORT

This fund is utilized to account for fees allocated by State law charged for filing certain documents in the County. These fees are restricted to expenditures for court-related purposes for the support of the judiciary.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|------------------|------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$293,964 | \$306,953 | \$316,936 | | | 3.25% |
| Designated for subsequent years' expenditures | | 42,917 | 39,962 | | | (6.89%) |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Intergovernmental | 80,000 | 80,000 | 80,000 | | | - |
| Miscellaneous | 1,420 | | | | | |
| Interest revenue | 323 | 250 | 800 | | | 220.00% |
| Total revenue | <u>81,743</u> | <u>80,250</u> | <u>80,800</u> | | | 0.69% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>81,743</u> | <u>80,250</u> | <u>80,800</u> | | | 0.69% |
| Expenditures: | <u>68,754</u> | <u>123,167</u> | <u>120,762</u> | | | (1.95%) |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>68,754</u> | <u>123,167</u> | <u>120,762</u> | | | (1.95%) |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$306,953</u> | <u>\$306,953</u> | <u>\$316,936</u> | | | 3.25% |

DEPARTMENT DESCRIPTION & 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.

PROBATE JUDICIARY SUPPORT

GOALS AND OBJECTIVES

GOAL: To utilize those funds allocated to the El Paso County Statutory Probate Courts by 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.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 51,733 | \$ 49,697 | \$ 47,073 | (5.28%) |
| Operating | 19,931 | 57,470 | 57,689 | 0.38% |
| Capital | 14,622 | 16,000 | 16,000 | - |
| Totals | <u>\$ 86,286</u> | <u>\$ 123,167</u> | <u>\$ 120,762</u> | (1.95%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | - |
| Part-Time Employees | | | | - |
| Temporary Employees | 6 | 6 | 6 | - |
| Totals | <u>6</u> | <u>6</u> | <u>6</u> | - |

Authorized Position Detail

| | | |
|---------------------------|-----------|---|
| Court Visitor Coordinator | 2 Probate | 2 |
| Probate Ct. Investigator | 2 | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

PROBATE TRAVEL ACCOUNT

The Probate Court has primary jurisdiction in mental illness. This Court 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. This fund was set up for the travel and training of the probate judges and staff.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-----------------------|-----------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$6,808 | \$9,147 | \$9,149 | | | 0.02% |
| Designated for subsequent years' expenditures | | 7,838 | 8,000 | | | 2.07% |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Interest | | | | | | |
| Charges for services | 9,981 | 10,000 | 10,000 | | | - |
| Total revenue | <u>9,981</u> | <u>10,000</u> | <u>10,000</u> | | | - |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>9,981</u> | <u>10,000</u> | <u>10,000</u> | | | - |
| Expenditures: | <u>7,642</u> | <u>10,320</u> | <u>18,000</u> | | | 74.42% |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>7,642</u> | <u>17,838</u> | <u>18,000</u> | | | 0.91% |
| Encumbrances | | | | | | |
| Ending fund balance | <u><u>\$9,147</u></u> | <u><u>\$9,147</u></u> | <u><u>\$9,149</u></u> | | | 0.02% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The Probate Court has primary jurisdiction in mental illness. This Court handles cases involving wills, appointment of guardians and settlement of executor's accounts. The Court oversees the

PROBATE TRAVEL ACCOUNT

transactions of all business related proceedings of deceased persons and assesses guardianship. This fund was set up for the travel and training of the probate judges.

GOALS AND OBJECTIVES

GOAL: To utilize funds allocated for travel and training for the Statutory Probate Judges to improve the service provided to the citizens of El Paso County in accordance with the laws of the State of Texas.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 7,642 | \$ 17,838 | \$ 18,000 | 0.91% |
| Capital | | | | - |
| Totals | \$ 7,642 | \$ 17,838 | \$ 18,000 | 0.91% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

PROJECT CARE GAS, ELECTRIC AND WATER

This fund was set up to account for receipts and disbursements related to the Project Care Gas, Water and Electric program.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|--------------------|--------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$5,278,523 | \$5,254,535 | \$5,246,592 | | (0.15%) |
| Designated for subsequent years' expenditures | | 85,000 | 75,062 | | (11.69%) |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Miscellaneous revenue | 32,851 | 30,000 | 30,000 | | - |
| Interest revenue | 5,468 | 5,000 | 15,000 | | 200.00% |
| Total revenue | <u>38,319</u> | <u>35,000</u> | <u>45,000</u> | | 28.57% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>38,319</u> | <u>35,000</u> | <u>45,000</u> | | 28.57% |
| Expenditures: | | | | | |
| | <u>62,307</u> | <u>120,000</u> | <u>120,062</u> | | 0.05% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>62,307</u> | <u>120,000</u> | <u>120,062</u> | | - |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$5,254,535</u> | <u>\$5,254,535</u> | <u>\$5,246,592</u> | | (0.15%) |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

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

PROJECT CARE GAS, ELECTRIC AND WATER

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 62,307 | \$ 120,000 | \$ 120,062 | 0.05% |
| Capital | | | | - |
| Totals | \$ 62,307 | \$ 120,000 | \$ 120,062 | 0.05% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

RECORDS MANAGEMENT AND PRESERVATION FUND

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 or District Clerk.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-------------------------|------------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$142,427 | \$123,699 | \$89,022 | | | (28.03%) |
| Designated for subsequent years' expenditures | | 91,042 | 75,000 | | | (17.62%) |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 175,453 | 160,000 | 167,000 | | | 4.38% |
| Fines and Forfeitures | | | | | | |
| Miscellaneous revenue | | | | | | |
| Intergovernmental | | | | | | |
| Interest revenue | 118 | 125 | 200 | | | 60.00% |
| Total revenue | <u>175,571</u> | <u>160,125</u> | <u>167,200</u> | | | 4.42% |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>175,571</u> | <u>160,125</u> | <u>167,200</u> | | | 4.42% |
| Expenditures: | | | | | | |
| | <u>194,299</u> | <u>251,167</u> | | | | (100.00%) |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>194,299</u> | <u>251,167</u> | <u>242,200</u> | | | (3.57%) |
| Encumbrances | | | | | | |
| Ending fund balance | <u><u>\$123,699</u></u> | <u><u>\$123,699</u></u> | <u><u>\$89,022</u></u> | | | (28.03%) |

RECORDS MANAGEMENT AND PRESERVATION FUND

DEPARTMENT DESCRIPTION & 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 or District 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 requires specific Commissioners' Court approval.

Financial Trends

| Character | 2015 | 2016 | 2017 | Percent Change |
|-----------|-------------------|-------------------|-------------------|----------------|
| | Actuals | Budget | Budget | |
| Personnel | \$ 200,209 | \$ 194,144 | \$ 200,328 | 3.19% |
| Operating | 4,169 | 16,027 | 14,198 | (11.41%) |
| Capital | | 40,996 | 27,674 | (32.50%) |
| Totals | <u>\$ 204,378</u> | <u>\$ 251,167</u> | <u>\$ 242,200</u> | (3.57%) |

Staffing Trends

| Authorized Positions | 2015 | 2016 | 2017 | Percent Change |
|----------------------|----------|----------|----------|----------------|
| | Amend | Amend | Adopt | |
| Full-Time Employees | 3 | 3 | 3 | - |
| Part-Time Employees | 2 | 2 | 2 | - |
| Temporary Employees | | | | - |
| Totals | <u>5</u> | <u>5</u> | <u>5</u> | - |

Authorized Position Detail

| | | |
|------------------------------|-----------------------------|---|
| Ad. Asst./Comm's. Ct. Record | 1 Office Specialist, Intern | 1 |
| Office Specialist | 2 Office Specialist, Senior | 1 |

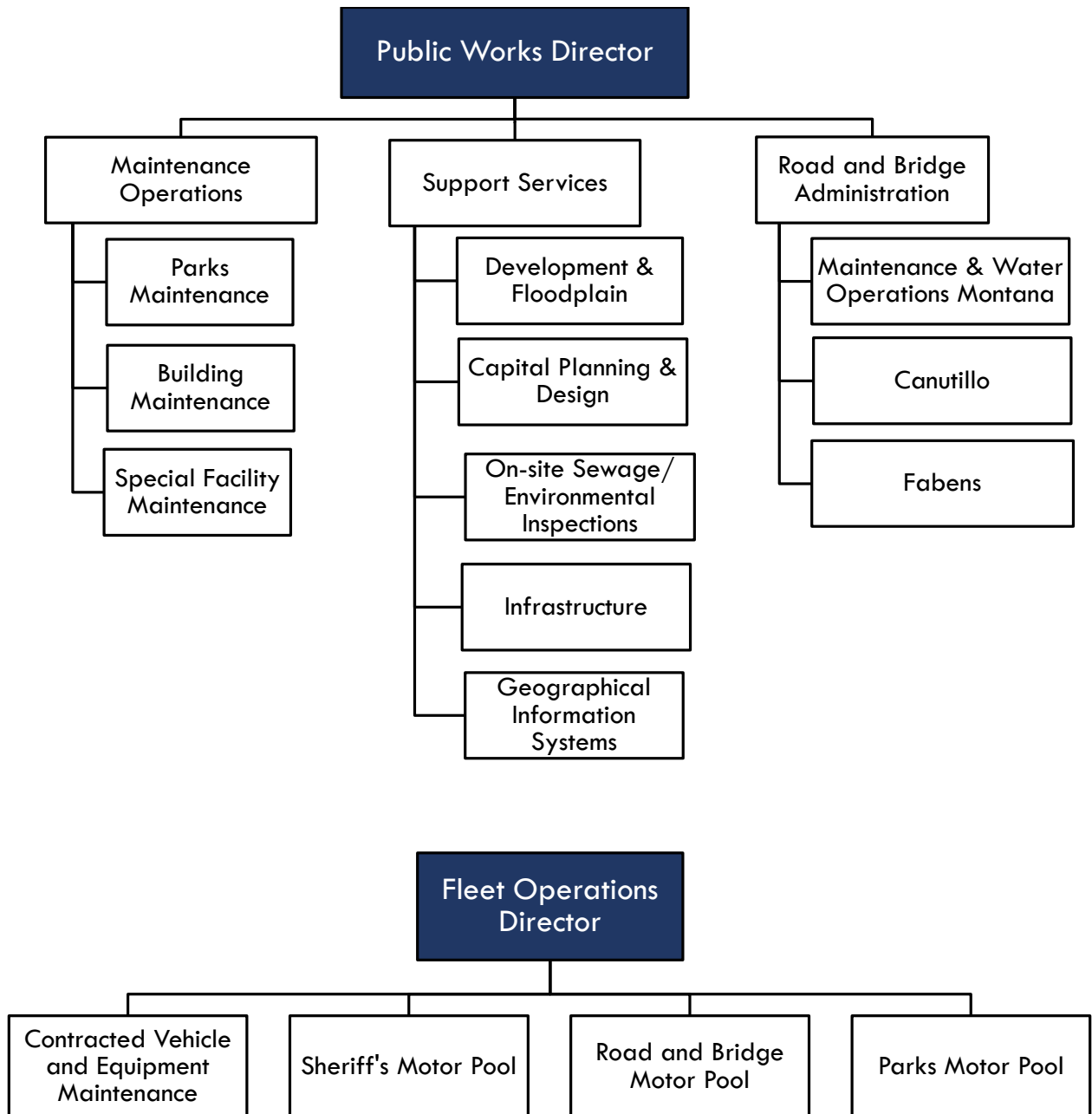
*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

ROAD AND BRIDGE, ROAD AND BRIDGE FLEET, AND STORMWATER OUTREACH

The Road and Bridge funds are 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 in Budget |
|--|----------------------------|--------------------|--------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$5,646,488 | \$7,247,931 | \$8,190,330 | | 13.00% |
| Designated for subsequent years' expenditures | | 3,019,626 | 2,995,982 | | (0.78%) |
| Prior Period Adjustment | (11,400) | | | | |
| Revenue: | | | | | |
| Charges for services | 6,651,970 | 6,635,000 | 6,960,000 | | 4.90% |
| Miscellaneous revenue | 6,484 | 10,000 | 5,000 | | (50.00%) |
| Intergovernmental | 90,144 | 50,000 | 73,500 | | 47.00% |
| Interest revenue | 6,778 | 8,400 | 25,750 | | 206.55% |
| Total revenue | <u>6,755,376</u> | <u>6,703,400</u> | <u>7,064,250</u> | | 5.38% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>6,755,376</u> | <u>6,703,400</u> | <u>7,064,250</u> | | 5.38% |
| Expenditures: | <u>5,165,333</u> | <u>9,723,026</u> | <u>10,060,232</u> | | 3.47% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>5,165,333</u> | <u>9,723,026</u> | <u>9,196,474</u> | | (5.42%) |
| Encumbrances | | | 863,758 | | 100.00% |
| Ending fund balance | <u>\$7,247,931</u> | <u>\$7,247,931</u> | <u>\$8,190,330</u> | | 13.00% |

ROAD AND BRIDGE, ROAD AND BRIDGE FLEET, AND STORMWATER OUTREACH



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 remain in compliance with property requirements.

ROAD AND BRIDGE, ROAD AND BRIDGE FLEET, AND STORMWATER OUTREACH

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

The administration division of Road and Bridge is responsible for the day-to-day administrative activities of the department. These activities include providing public information, maintaining maps, assigning addresses, designing road construction projects, coordinating all public works projects with architects, contractors and Commissioners Court. This department also administers and provides support to the County's East Montana Water system.

GOALS AND OBJECTIVES

GOAL: To provide leadership to the Road and Bridge Department in organizing and administering projects by establishing professional, ethical and reliable standards through a cooperative and coordinated effort of shared resources at a reduced cost with the highest quality results.

OBJECTIVE: To reassign specialized jobs to a particular warehouse, such as equipment maintenance, street painting, sign installation, and road paving based on the needs of the surrounding area; 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 | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|---------------------|---------------------|----------------------|-------------------|
| Personnel | \$ 3,245,427 | \$ 3,765,384 | \$ 3,725,139 | (1.07%) |
| Operating | 2,127,331 | 5,420,642 | 5,790,093 | 6.82% |
| Capital | 92,890 | 537,000 | 545,000 | 1.49% |
| Totals | <u>\$ 5,465,648</u> | <u>\$ 9,723,026</u> | <u>\$ 10,060,232</u> | 3.47% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 76 | 72 | 72 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>76</u> | <u>72</u> | <u>72</u> | - |

ROAD AND BRIDGE, ROAD AND BRIDGE FLEET, AND STORMWATER OUTREACH

| Authorized Position Detail | | | |
|----------------------------|----|---------------------------|----|
| Administrative Assistant | 1 | Road/Maintenance Wkr, Sr. | 9 |
| Assoc. Deputy Director | 1 | Road/Maintenance Worker | 13 |
| Equipment Operator | 3 | Traffic Ops. Specialist | 1 |
| Equipment Operator, Int. | 4 | Welder | 1 |
| Equipment Operator, Sr. | 6 | Fleet Mechanic | 5 |
| Maint/Water Opera Foreman | 1 | Fleet Mechanic Foreman | 1 |
| Rd Construction Inspector | 3 | Fleet Mechanic , Senior | 3 |
| Road/Maintenance Foreman | 3 | Supply Srvc Specialist | 1 |
| Road/Maintenance Wkr, Int. | 16 | | |

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.

SHERIFF LEOSE

This fund was established in accordance with provisions provided by the Commission on Law Enforcement Officers Standards and Education.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|-----------------------|--------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$8,358 | \$7,810 | \$35 | | (99.55%) |
| Designated for subsequent years' expenditures | | | | | |
| Reserved for encumbrances | | (7,382) | | | (100.00%) |
| Revenue: | | | | | |
| Interest | | | | | |
| Intergovernmental | 57025 | 57000 | 55000 | | (3.51%) |
| Total revenue | <u>57,025</u> | <u>57,000</u> | <u>55,000</u> | | (3.51%) |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>57,025</u> | <u>57,000</u> | <u>55,000</u> | | (3.51%) |
| Expenditures: | <u>57,573</u> | <u>64,382</u> | <u>55,000</u> | | (14.57%) |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>57,573</u> | <u>64,382</u> | <u>55,000</u> | | (14.57%) |
| Encumbrances | | | | | |
| Ending fund balance | <u><u>\$7,810</u></u> | <u><u>\$7,810</u></u> | <u><u>\$35</u></u> | | (99.55%) |

DEPARTMENT DESCRIPTION & 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.

SHERIFF LEOSE

GOALS AND OBJECTIVES

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 | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 57,573 | \$ 64,382 | \$ 55,000 | (14.57%) |
| Capital | | | | - |
| Totals | \$ 57,573 | \$ 64,382 | \$ 55,000 | (14.57%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

SHERIFF STATE FORFEITURE, SHERIFF ASSET, AND SHERIFF JUSTICE FORFEITURE

This fund was established to classify the receipts received from State asset forfeitures and will be spent in accordance with provisions provided

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$572,004 | \$362,597 | \$544,085 | | 50.05% |
| Designated for subsequent years' expenditures | | 347,958 | 406,275 | | 16.76% |
| Prior year adjustment | (503) | | | | |
| Revenue: | | | | | |
| Fines and forfeitures | 65,974 | 10,000 | 15,000 | | 50.00% |
| Miscellaneous revenue | 1,246 | | | | |
| Intergovernmental | 53,593 | | 10,000 | | 100.00% |
| Interest revenue | | | | | |
| Total revenue | <u>120,813</u> | <u>10,000</u> | <u>25,000</u> | | 150.00% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>120,813</u> | <u>10,000</u> | <u>25,000</u> | | 150.00% |
| Expenditures: | <u>329,717</u> | <u>110,051</u> | <u>431,275</u> | | 291.89% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>329,717</u> | <u>357,958</u> | <u>431,275</u> | | 20.48% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$362,597</u> | <u>\$362,597</u> | <u>\$544,085</u> | | 50.05% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was established to classify the receipts received from State asset forfeitures and will be spent in accordance with provisions provided.

SHERIFF STATE FORFEITURE, SHERIFF ASSET, AND SHERIFF JUSTICE FORFEITURE

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | \$ 329,281 | \$ 357,958 | \$ 431,275 | 20.48% |
| Capital | | | | - |
| Totals | \$ 329,281 | \$ 357,958 | \$ 431,275 | 20.48% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|---------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | Not Applicable | | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

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.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|------------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | \$640,380 | \$643,648 | \$646,165 | | 0.39% |
| Designated for subsequent years' expenditures | | 114,542 | 135,251 | | 18.08% |
| Reserved for encumbrances | | | | | |
| Revenue: | | | | | |
| Miscellaneous revenue | 100,171 | 50,000 | 50,000 | | - |
| Interest revenue | 5,661 | 4,000 | 6,500 | | 62.50% |
| Total revenue | <u>105,832</u> | <u>54,000</u> | <u>56,500</u> | | 4.63% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | <u>105,832</u> | <u>54,000</u> | <u>56,500</u> | | 4.63% |
| Expenditures: | <u>102,564</u> | <u>168,542</u> | <u>191,751</u> | | 13.77% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | <u>102,564</u> | <u>168,542</u> | <u>191,751</u> | | 13.77% |
| Encumbrances | | | | | |
| Ending fund balance | <u>\$643,648</u> | <u>\$643,648</u> | <u>\$646,165</u> | | 0.39% |

MISSION STATEMENT

The mission of the Enforcement Division of the Tax Assessor-Collector's Office is to provide consumer protection, to prosecute those who do not comply with Texas Law, and to generate revenue for the County of El Paso in the form of uncollected fines, penalties, taxes and fees. The division is dedicated to doing so through the administration of programs with the assistance of local area law enforcement entities such as: Justice of the Peace Courts, Constables, Texas Department of Motor Vehicles (TxDMV), District Attorney's Office, County Attorney's Office, Immigration Customs

TAX OFFICE DISCRETIONARY FUND

Enforcement (ICE), El Paso Police Auto Theft Unit, El Paso City Code Enforcement, Sheriff's Office, Anthony Police Department and the Texas Department of Public Safety (TxDPS), that prevent the sale of vehicles by unscrupulous vehicle sellers and unlicensed dealers selling vehicles without proper documentation or with fraudulent documentation and bringing vehicle registration violators into compliance.

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund is utilized to account for the receipt of funds generated from the interest earned from the Tax Assessor's vehicle inventory escrow account. The proceeds are used to support operations of the Vehicle Inventory Tax division of the Tax Assessor-Collector's office. The Enforcement Division is responsible for the collection of pre-payment Vehicle Inventory Taxes from over 615 licensed car dealers who pre-pay their taxes on a monthly basis.

GOALS AND OBJECTIVES

GOAL: To cover the personnel and operating costs of the vehicle inventory division of the Tax Assessor-Collector's office.

OBJECTIVE: To increase the Enforcement Division's program revenue by at least 1% over the current year on the following: Interest Earned, City Scoff-law Revenue, Late penalty (VIT), Title Rejections-Additional Collections and 2% on VRAP Income, 68-A Revenue, \$500 Penalty and Curb-stoning.

FISCAL YEAR 2016 ACCOMPLISHMENTS

- The Enforcement Division of the El Paso County Tax Office increased compliance levels with automobile dealers due to the implementation of new educational opportunities and guidance offered under the direction of new leadership.
- Achieved a stronger relationship with the TAVTI – Texas Association of Vehicle Theft Investigators and with the Texas Department of Motor Vehicle Enforcement Division locally and in Austin.
- Enhanced staff Investigative skills to lessen Auto Theft.
- The Enforcement Division has taken a proactive approach on Curb-stoning by conducting weekly sweeps and issuing citations to those violators.
- The Enforcement Division has taken a more aggressive approach on Consumer Complaints against dealers.

TAX OFFICE DISCRETIONARY FUND

PERFORMANCE MEASURES

| | 2015 Actuals | 2016 Target | 2016 Actuals | 2017 Target |
|------------------------------------|-----------------|----------------|-----------------|----------------|
| Department Activity | | | | |
| Outputs: | | | | |
| Interest Earned | \$4,584 | \$4,630 | \$6,272 | \$6,334 |
| V.R.A.P. Income | \$67,374 | \$68,047 | \$71,356 | \$72,783 |
| City Scoff-law Revenue | \$69,873 | \$70,572 | \$88,475 | \$89,360 |
| 68-A Revenue | \$58,834 | \$59,422 | \$66,970 | \$68,310 |
| Late Penalty (VIT) | \$11,666 | \$11,783 | \$6,578 | \$6,643 |
| \$500 Penalty | \$81,375 | \$61,031 | \$43,386 | \$44,254 |
| Title Runners | \$10,375 | \$10,479 | \$8,910 | \$8,999 |
| Consumer Complaints | N/A | N/A | \$19,608 | \$19,804 |
| Title rejections-Add'l Collections | N/A | N/A | \$2,327 | \$2,351 |
| Curbstoning | N/A | N/A | \$1,639 | \$1,672 |

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-------------------|-------------------|-------------------|-------------------|
| Personnel | \$ 93,141 | \$ 65,493 | \$ 86,410 | 31.94% |
| Operating | 11,763 | 73,049 | 75,341 | 3.14% |
| Capital | | 30,000 | 30,000 | - |
| Totals | <u>\$ 104,904</u> | <u>\$ 168,542</u> | <u>\$ 191,751</u> | 13.77% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 2 | 2 | 2 | - |
| Part-Time Employees | | | | - |
| Temporary Employees | | | | - |
| Totals | <u>2</u> | <u>2</u> | <u>2</u> | - |

Authorized Position Detail

Administrative Assistant 2

*Refer to Appendix A for detail on personnel changes for this Department.

TEEN COURT

This fund is utilized to account for the receipt of funds from filing fees for teen court cases and for donations from area businesses for teen court projects. Funds not expended in the current year roll over into the following year.

| | Actual Sources and Uses | | | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|----------------|----------------|-------------------|--|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | | |
| Beginning balance | \$9,397 | \$9,408 | \$9,433 | | | 0.27% |
| Designated for subsequent years' expenditures | | 9,408 | 9,408 | | | - |
| Reserved for encumbrances | | | | | | |
| Revenue: | | | | | | |
| Charges for services | 10 | 50 | 50 | | | - |
| Interest revenue | 1 | | | | | |
| Total revenue | <u>11</u> | <u>50</u> | <u>50</u> | | | - |
| Other financing sources: | | | | | | |
| Transfers in | | | | | | |
| Total revenue and other sources | <u>11</u> | <u>50</u> | <u>50</u> | | | - |
| Expenditures: | | | | | | |
| | | <u>168,542</u> | <u>191,751</u> | | | 13.77% |
| Other financing uses: | | | | | | |
| Transfer out | | | | | | |
| Total expenditures and other uses | <u>-</u> | <u>9,458</u> | <u>9,458</u> | | | - |
| Encumbrances | | | | | | |
| Ending fund balance | <u>\$9,408</u> | <u>\$9,408</u> | <u>\$9,433</u> | | | 0.27% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund is utilized to account for the receipt of funds from filing fees for Teen Court cases and for donations from area businesses for teen court projects. The proceeds are used to cover some operating costs of the Teen Court program and to provide scholarships for selected graduating seniors involved in this program.

TEEN COURT

GOALS AND OBJECTIVE

GOAL: To defray the expenses associated with the Teen Court Program which addresses juvenile crime and promotes civic responsibility in teens.

OBJECTIVE: To facilitate alternate adjudication strategies for teens convicted of Class C Misdemeanors in order to assist students to develop good citizenship and a respect for courts and law enforcement.

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | | \$ 9,458 | \$ 9,458 | - |
| Capital | | | | - |
| Totals | \$ - | \$ 9,458 | \$ 9,458 | - |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

TRANSPORTATION FEE FUND

This fund is authorized by statute and is used to account for the \$10.00 fee which is assessed and collected for the purpose of road transportation projects. These funds will be utilized by a local Regional Mobility Authority for new local road transportation projects.

| | Actual Sources and Uses | Operating Budgets | | Percentage Change in Budget |
|--|----------------------------|-------------------|------------------|-----------------------------------|
| | FY 2015 | FY 2016 | FY 2017 | |
| Beginning balance | \$231,670 | | | - |
| Designated for subsequent years' expenditures | | | | |
| Prior year adjustment | (231,670) | | | |
| Revenue: | | | | |
| Charges for services | 6,291,900 | \$6,275,000 | \$6,600,000 | 5.18% |
| Total revenue | <u>6,291,900</u> | <u>6,275,000</u> | <u>6,600,000</u> | 5.18% |
| Other financing sources: | | | | |
| Transfers in | | | | |
| Total revenue and other sources | <u>6,291,900</u> | <u>6,275,000</u> | <u>6,600,000</u> | 5.18% |
| Expenditures: | <u>6,291,900</u> | <u>6,275,000</u> | <u>6,600,000</u> | 5.18% |
| Other financing uses: | | | | |
| Transfer out | | | | |
| Total expenditures and other uses | <u>6,291,900</u> | <u>6,275,000</u> | <u>6,600,000</u> | 5.18% |
| Encumbrances | | | | |
| Ending fund balance | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | - |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund is authorized by statute and is used to account for the \$10.00 fee which is assessed and collected for the purpose of road transportation projects. These funds will be utilized by a local Regional Mobility Authority for new local road transportation projects.

TRANSPORTATION FEE FUND

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | | | | - |
| Operating | \$6,291,900 | \$6,275,000 | \$ 6,600,000 | 5.18% |
| Capital | | | | - |
| Totals | \$6,291,900 | \$6,275,000 | \$ 6,600,000 | 5.18% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable

TRUANCY COURT

This fund was created during fiscal year 2016 to account for fees received from the filing of certain cases in Justice Court.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|---------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | | | \$1,980 | | 100.00% |
| Designated for subsequent years' expenditures | | | 1,000 | | 100.00% |
| Prior year adjustment | | | | | |
| Revenue: | | | | | |
| Charges for services | | | 1,000 | | 100.00% |
| Total revenue | - | - | 1,000 | | 100.00% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | - | - | 1,000 | | 100.00% |
| Expenditures: | | | 2,000 | | 100.00% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | - | - | 2,000 | | 100.00% |
| Encumbrances | | | | | |
| Ending fund balance | \$ - | \$ - | \$1,980 | | 100.00% |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was created during fiscal year 2016 to account for fees received from the filing of certain cases in Justice Court. This account is used for the operations of the County Truancy Court program.

TRUANCY COURT

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | | | \$ 2,000 | 100.00% |
| Capital | | | | - |
| Totals | \$ - | \$ - | \$ 2,000 | 100.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|----------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | Not Applicable | | | |

Authorized Position Detail

Not Applicable

VETERANS JURY DONATIONS

This fund is used to account for donations received from jurors for Veterans Court activities.

| | Actual Sources and Uses | | Operating Budgets | | Percentage Change in Budget |
|--|-------------------------|---------|-------------------|--|-----------------------------|
| | FY 2015 | FY 2016 | FY 2017 | | |
| Beginning balance | | | | | |
| Designated for subsequent years' expenditures | | | \$ 3,175 | | 100.00% |
| Prior year adjustment | | | | | |
| Revenue: | | | | | |
| Miscellaneous | | | 2,000 | | 100.00% |
| Total revenue | - | - | 2,000 | | 100.00% |
| Other financing sources: | | | | | |
| Transfers in | | | | | |
| Total revenue and other sources | - | - | 2,000 | | 100.00% |
| Expenditures: | | | | | |
| | | | 5,175 | | 100.00% |
| Other financing uses: | | | | | |
| Transfer out | | | | | |
| Total expenditures and other uses | - | - | 5,175 | | 100.00% |
| Encumbrances | | | | | |
| Ending fund balance | \$ - | \$ - | \$ - | | - |

DEPARTMENT DESCRIPTION & RESPONSIBILITIES

This fund was created during fiscal year 2016 to account for donations received from jurors to support the Veterans Court activities. This account is used for general operating costs of the Veterans Court.

VETERANS JURY DONATIONS

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|-----------------|----------------|----------------|-------------------|
| Personnel | | | | - |
| Operating | | | \$ 5,175 | 100.00% |
| Capital | | | | - |
| Totals | \$ - | \$ - | \$ 5,175 | 100.00% |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|----------------|---------------|-------------------|
| Full-Time Employees | | | | |
| Part-Time Employees | | Not Applicable | | |
| Temporary Employees | | | | |
| Totals | | | | |

Authorized Position Detail

Not Applicable



Debt Service Funds



DEBT SERVICES FUND TYPE

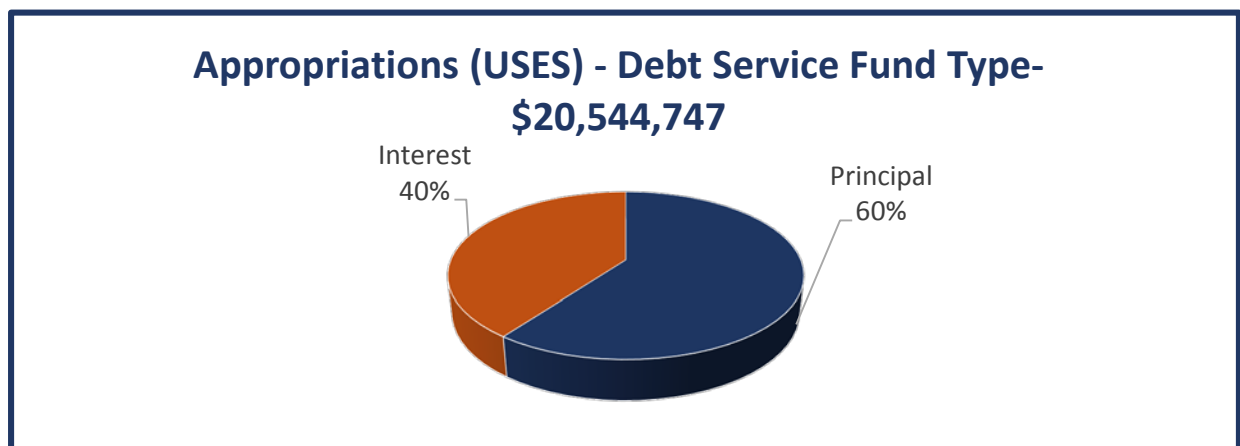
FUND DESCRIPTION

The Debt Service Fund is used for payment of principal and interest on General Obligation Bonds, Certificates of Obligation Bonds and any other related issuance costs. Debt Limits discussed below relate to either local County Debt policies or statutory mandates as set by the State of Texas.

REVENUE AND OPERATING BUDGET COMPARISON WITH FISCAL YEAR 2015 ACTUALS

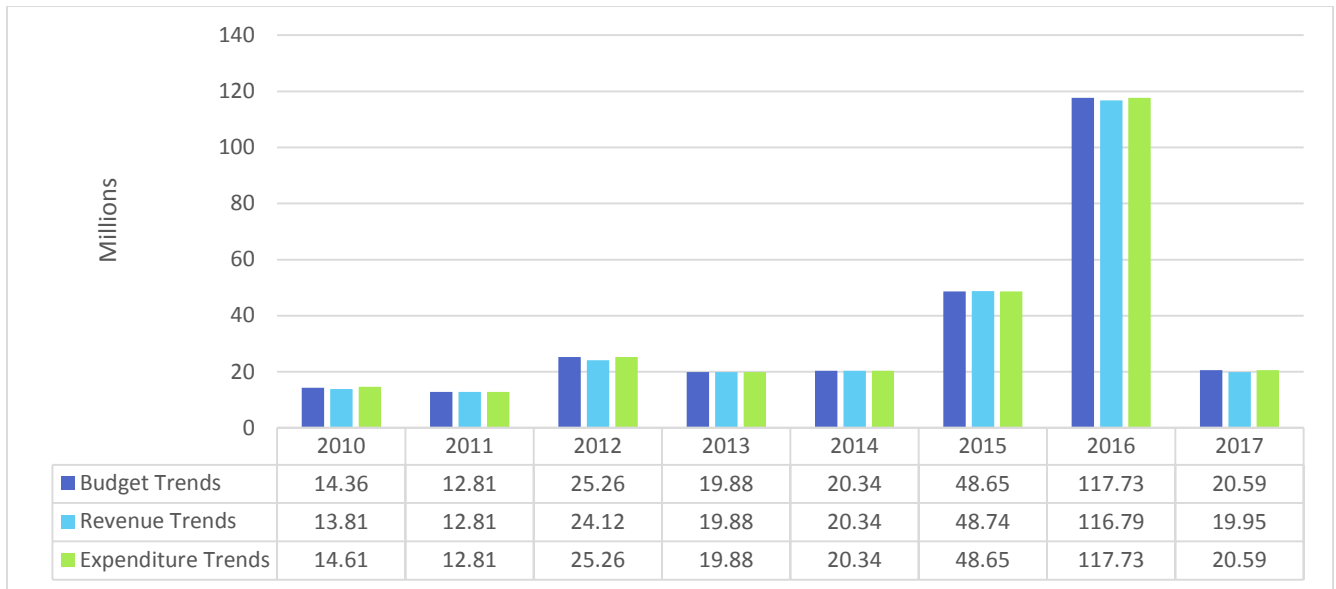
| Program | Actuals FY2015 | OPERATING BUDGETS | | CHANGES | |
|--|---------------------|----------------------|---------------------|-----------------------|-----------------|
| | | Total FY2016 | Total FY2017 | Amount | % |
| Revenues (Sources): | | | | | |
| Taxes | \$20,033,622 | \$19,598,089 | \$19,952,241 | \$354,152 | 1.81% |
| Interest | 5,491 | | | | |
| Other Financing Sources | 28,696,180 | 97,185,209 | | (97,185,209) | (100.00%) |
| Total Revenues and Other Financing Sources | 48,735,293 | 116,783,298 | 19,952,241 | (96,831,057) | (82.92%) |
| Beginning Fund Balances | 1,508,811 | 1,595,583 | 648,923 | (946,660) | (59.33%) |
| Total Available Resources | \$50,244,104 | \$118,378,881 | \$20,601,164 | (\$97,777,717) | (82.60%) |
| Appropriations/ Expenditures (Uses): | | | | | |
| Principal | \$10,320,000 | \$12,045,000 | \$12,385,000 | \$340,000 | 2.82% |
| Interest | 10,034,816 | 8,495,193 | 8,209,806 | (285,387) | (3.36%) |
| Other Debt Related Costs | 326,936 | 97,189,765 | | (97,189,765) | (100.00%) |
| Other Financing Uses | 27,966,769 | | | | |
| Total Appropriation/ Expenditures and Other Financing Sources | 48,648,521 | 117,729,958 | 20,594,806 | (97,135,152) | (82.51%) |
| Ending Fund Balances | 1,595,583 | 648,923 | 6,358 | (642,565) | (99.02%) |
| Total Appropriations/Exp., Other Financing Uses, and Fund Balance | \$50,244,104 | \$118,378,881 | \$20,601,164 | (\$97,777,717) | (82.60%) |

OPERATING BUDGET FISCAL YEAR 2017



DEBT SERVICES FUND TYPE

DEBT SERVICE FUND TYPE – BUDGET, REVENUE, AND EXPENDITURE TRENDS



SUMMARY FOR FISCAL YEAR 2017 BY CHARACTER

| Character | FY 2015 Actuals | Operating Budgets | | Changes | |
|--------------|---------------------|----------------------|----------------------|-----------------------|-----------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Personnel | | | | | |
| Operating | \$48,095,370 | \$117,729,958 | \$20,594,806 | (\$97,135,152) | (82.51%) |
| Capital | | | | | |
| Total | \$48,095,370 | \$117,729,958 | \$20,594,806 | (\$97,135,152) | (82.51%) |

SCHEDULE OF OUTSTANDING BONDED INDEBTEDNESS

SCHEDULE OF OUTSTANDING BONDED INDEBTEDNESS AS OF OCTOBER 1, 2016

| Total Tax and Revenue Obligation Bonds Payable | | |
|--|-----------------------|-----------------------------|
| GENERAL OBLIGATIONS | Interest Rate: | Outstanding Debt: |
| Certificates of Obligation, Series 2001 | 4.00-5.50% | \$8,880,000 |
| Taxable Certificates of Obligation Bonds, Series 2007A | 4.65-6.23% | 715,000 |
| General Obligation Refunding Bonds, Series 2011 | 2.125-5.25% | 2,115,000 |
| Certificates of Obligation Bonds, Series 2012 | 2.00-5.00% | 69,650,000 |
| General Obligation Refunding Bonds, Series 2015 | 5.00-5.00% | 15,230,000 |
| General Obligation Refunding Taxable Bonds, Series 2015A | 0.65-3.671% | 8,200,000 |
| General Obligation Refunding Bonds, Series 2016A | 0.95-3.666% | 48,805,000 |
| General Obligation Refunding Taxable Bonds, Series 2016B | 2.00-5.00% | 40,735,000 |
| Taxable Certificates of Obligation Bonds, Series 2016C | 2.95% | 1,645,000 |
| Certificates of Obligation Bonds, Series 2016D | 3.28% | 3,500,000 |
| TOTAL TAX OBLIGATION BONDS PAYABLE | | <u>\$199,475,000</u> |
| REVENUE OBLIGATIONS | | |
| East Montana Water Project \$1,0,50,000 Waterworks System Revenue Bonds, Series 1997-A | 4.87% | \$800,000 |
| Nuway/Mayfair Water Project \$272,000 Water Systems Revenue Bonds, Series 2012 | 2.375% | 263,000 |
| Colonia Revolucion Project \$500,000 Water System Revenue Bonds, Series 2013 | 2.25% | 484,000 |
| TOTAL REVENUE OBLIGATION BONDS PAYABLE | | <u>\$1,547,000</u> |
| TOTAL TAX AND REVENUE OBLIGATION BONDS PAYABLE | | <u>\$201,022,000</u> |

DEBT SERVICE REQUIREMENTS

The County issues general and certificate of obligation bonds to provide the resources for the acquisition and construction of capital assets. At October 1, 2016, the County had \$199,475,000 in principal outstanding debt issues, and \$1,547,000 in Revenue Bonds, as shown on the previous page. The General and Certificate of Obligation Bonds are direct obligations of the County. They are payable from the levy and collection of a direct and continuing ad valorem tax, within the limits prescribed by law, on all taxable property within the County, in an amount sufficient to provide payment of principal and interest. All General and Certificate of Obligation Bonds have principal maturities on February 15th, with interest payable semi-annually on February and August 15th.

SCHEDULE OF OUTSTANDING BONDED INDEBTEDNESS

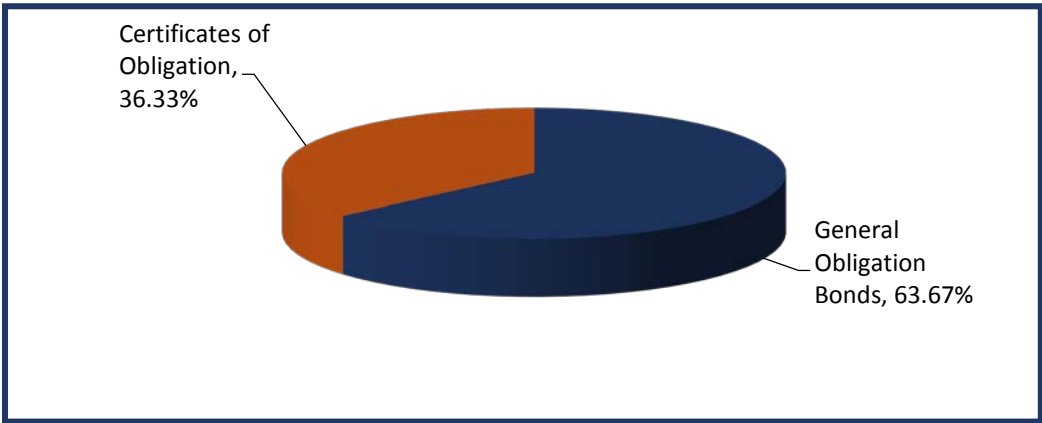
DEBT SERVICE REQUIREMENTS, Continued

The Revenue Bonds are bonds where the County pledged income derived from the acquired or constructed assets to pay debt service. Interest is also payable semi-annually on February and August 15th. The information relating to Revenue Bond interest and principal payments can be found in the Enterprise Fund section of this budget document.

Fitch and Standards & Poors has rated the bonds mentioned above at AA. Moody’s Investors Service has held the County’s rating at Aa2. Overall, ratings reflect the County’s current stable credit position that depends upon adequate operating margins and fund balance reserves.

Debt Service Requirements

| CERTIFICATES OF OBLIGATION | FY17 Budget |
|--|----------------------------|
| Certificates of Obligation, Series 2001 | \$449,269 |
| Taxable Certificates of Obligation Bonds, Series 2007A | 419,237 |
| Certificates of Obligation Bonds, Series 2012 | 6,194,950 |
| Taxable Certificates of Obligation Bonds, Series 2016C | 303,528 |
| Certificates of Obligation Bonds, Series 2016D | 114,800 |
| TOTAL CERTIFICATES OF OBLIGATION | <u>\$7,481,784</u> |
| | |
| GENERAL OBLIGATION BONDS | |
| General Obligation Refunding Bonds, Series 2011 | \$872,138 |
| General Obligation Refunding Bonds, Series 2015 | 761,500 |
| General Obligation Refunding Taxable Bonds, Series 2015A | 534,959 |
| General Obligation Refunding Bonds, Series 2016A | 6,360,750 |
| General Obligation Refunding Taxable Bonds, Series 2016B | 4,583,675 |
| TOTAL GENERAL OBLIGATION BONDS | <u>\$13,113,022</u> |
| | |
| TOTAL DEBT SERVICE REQUIREMENTS | <u>\$20,594,806</u> |



SCHEDULE OF OUTSTANDING BONDED INDEBTEDNESS

DEBT SERVICE REQUIREMENTS, Continued

The Debt Service requirements for fiscal year 2017 total \$20,594,806. Of this amount, \$12,385,000 represents principal and \$8,209,806 interest. The debt to be repaid in 2017 is for payments on the original bonds issued for projects such as park improvement, to construct the Jail Annex, for courthouse expansion and parking, Fabens Port of Entry, the purchase of election equipment, remodeling of Army Reserve building, County fleet replacement, East and Northwest Annex construction, and other projects. During fiscal year 2015 Commissioners Court issued general obligation refunding bonds to allow for savings resulting from lower interest rates in the amount of \$2.6 million in overall net present value savings. **For fiscal year 2017 the County Commissioners does not intend to issue bonds, as most departmental needs were met with the issuance of bonds in fiscal years 2007 and 2012. However, if additional refunding opportunities arise, those options will be exercised.**

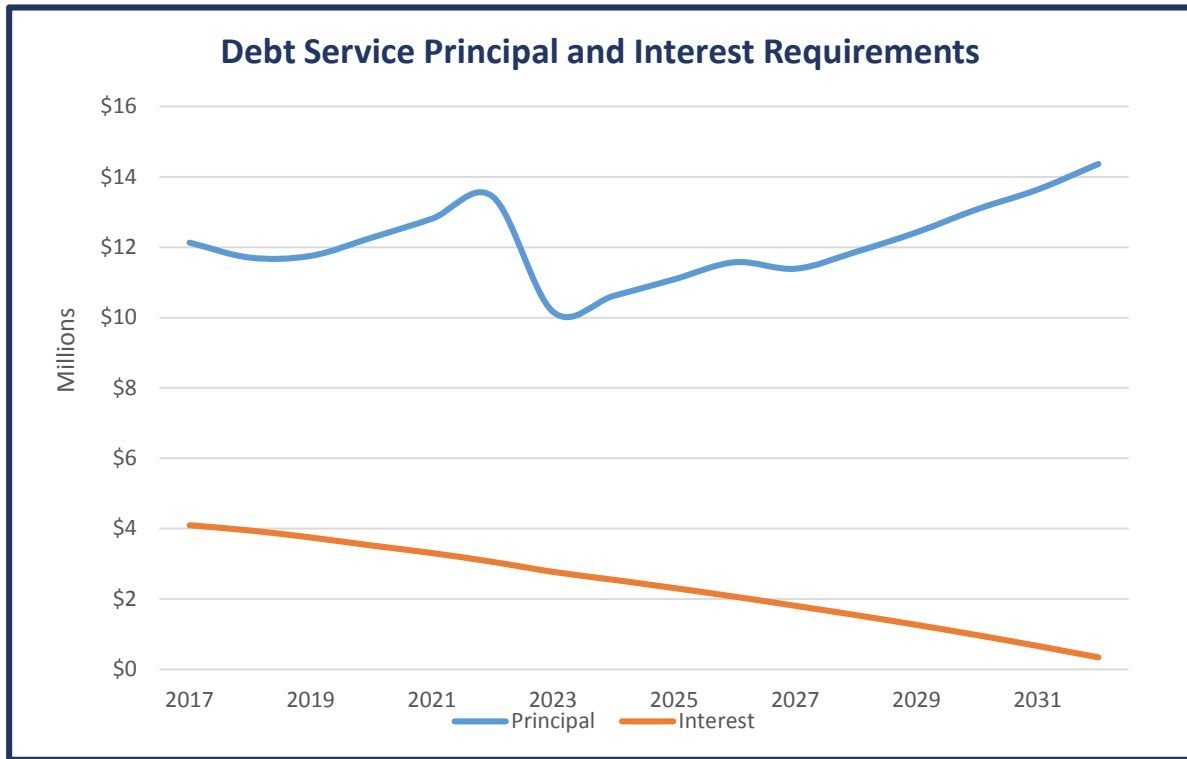
PRINCIPAL AND INTEREST REQUIREMENTS FOR FISCAL YEARS 2017-2032

The following table and chart show the debt service outstanding as of 2017 to be paid through fiscal year 2032. **As a matter of information, the 2016 debt requirements were as follows: \$10,990,000 for principal and \$4,900,958 for interest.**

| Fiscal Year | Total Bonds | | Total |
|-------------|----------------------|---------------------|----------------------|
| | Principal | Interest | |
| 2017 | \$12,130,000 | \$4,098,219 | \$16,228,219 |
| 2018 | 11,705,000 | 3,948,256 | 15,653,256 |
| 2019 | 11,755,000 | 3,750,420 | 15,505,420 |
| 2020 | 12,270,000 | 3,522,830 | 15,792,830 |
| 2021 | 12,810,000 | 3,307,798 | 16,117,798 |
| 2022 | 13,440,000 | 3,056,747 | 16,496,747 |
| 2023 | 10,165,000 | 2,772,489 | 12,937,489 |
| 2024 | 10,620,000 | 2,546,832 | 13,166,832 |
| 2025 | 11,090,000 | 2,312,609 | 13,402,609 |
| 2026 | 11,575,000 | 2,067,061 | 13,642,061 |
| 2027 | 11,390,000 | 1,807,726 | 13,197,726 |
| 2028 | 11,870,000 | 1,542,875 | 13,412,875 |
| 2029 | 12,425,000 | 1,265,546 | 13,690,546 |
| 2030 | 13,080,000 | 973,834 | 14,053,834 |
| 2031 | 13,640,000 | 665,204 | 14,305,204 |
| 2032 | 14,365,000 | 341,950 | 14,706,950 |
| | \$194,330,000 | \$37,980,396 | \$232,310,396 |

Interest due February 15 and August 15, principal due February 15

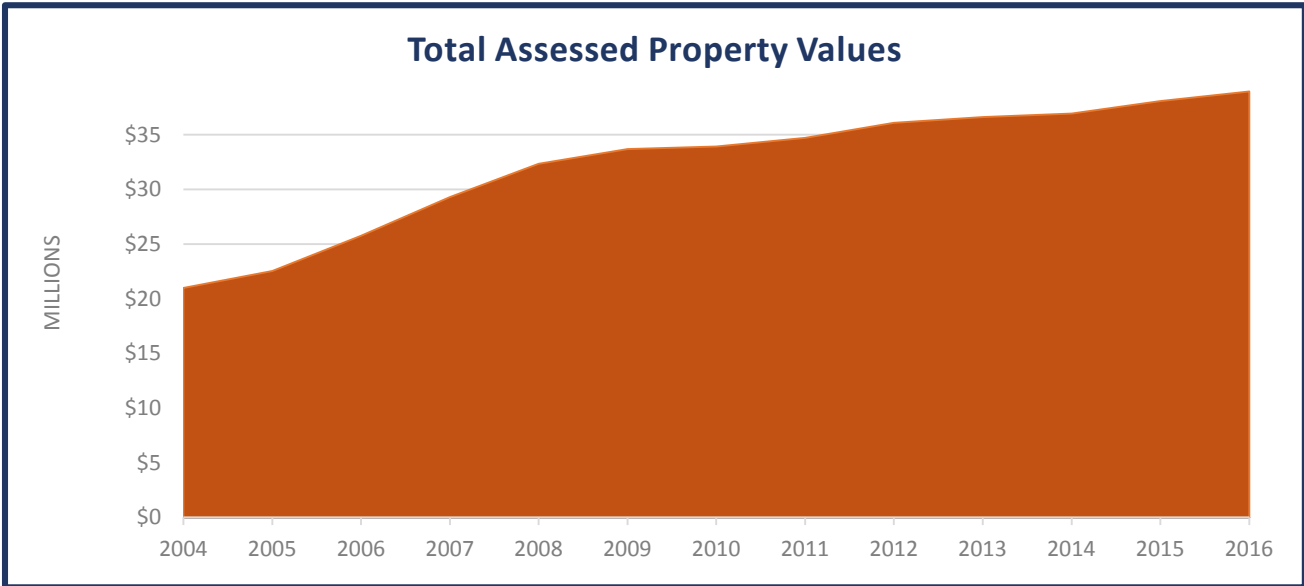
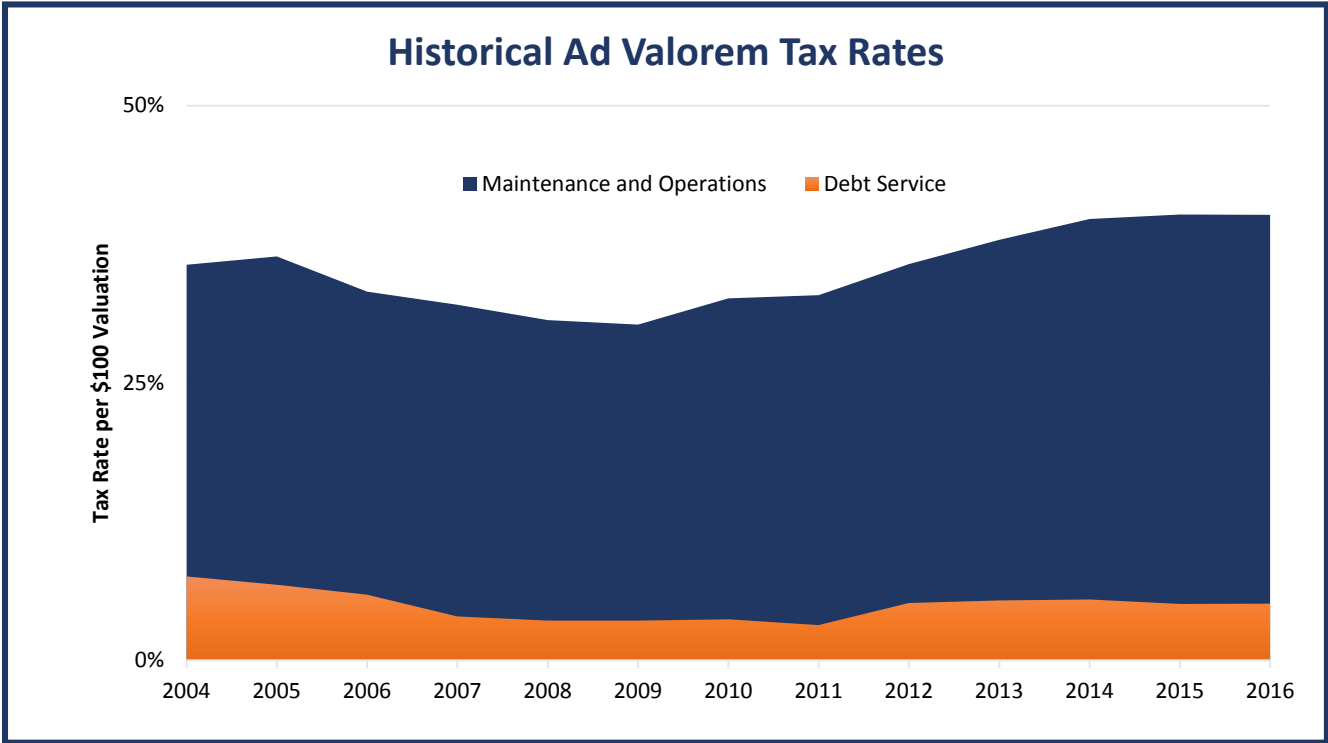
PRINCIPAL AND INTEREST REQUIREMENTS FOR FISCAL YEAR 2016-2032



SCHEDULE OF TOTAL ASSESSED PROPERTY VALUES AND PROPERTY TAX RATES EXPRESSED IN THOUSANDS

| Tax Year | Total Assessed Property Values | Tax Rates per \$100/Valuation | | |
|----------|--------------------------------|-------------------------------|--------------|------------|
| | | Maintenance and Operations | Debt Service | Total Rate |
| 2008 | \$32,355,712 | \$0.306740 | \$0.035697 | \$0.342437 |
| 2009 | 33,686,895 | 0.302561 | 0.035697 | 0.338258 |
| 2010 | 33,925,366 | 0.326423 | 0.036980 | 0.363403 |
| 2011 | 34,720,650 | 0.329276 | 0.031920 | 0.361196 |
| 2012 | 36,087,791 | 0.357256 | 0.051614 | 0.408870 |
| 2013 | 36,609,005 | 0.379029 | 0.054096 | 0.433125 |
| 2014 | 36,938,330 | 0.397928 | 0.054766 | 0.452694 |
| 2015 | 38,086,183 | 0.401819 | 0.050875 | 0.452694 |
| 2016 | \$38,963,518 | \$0.401487 | \$0.051207 | \$0.452694 |

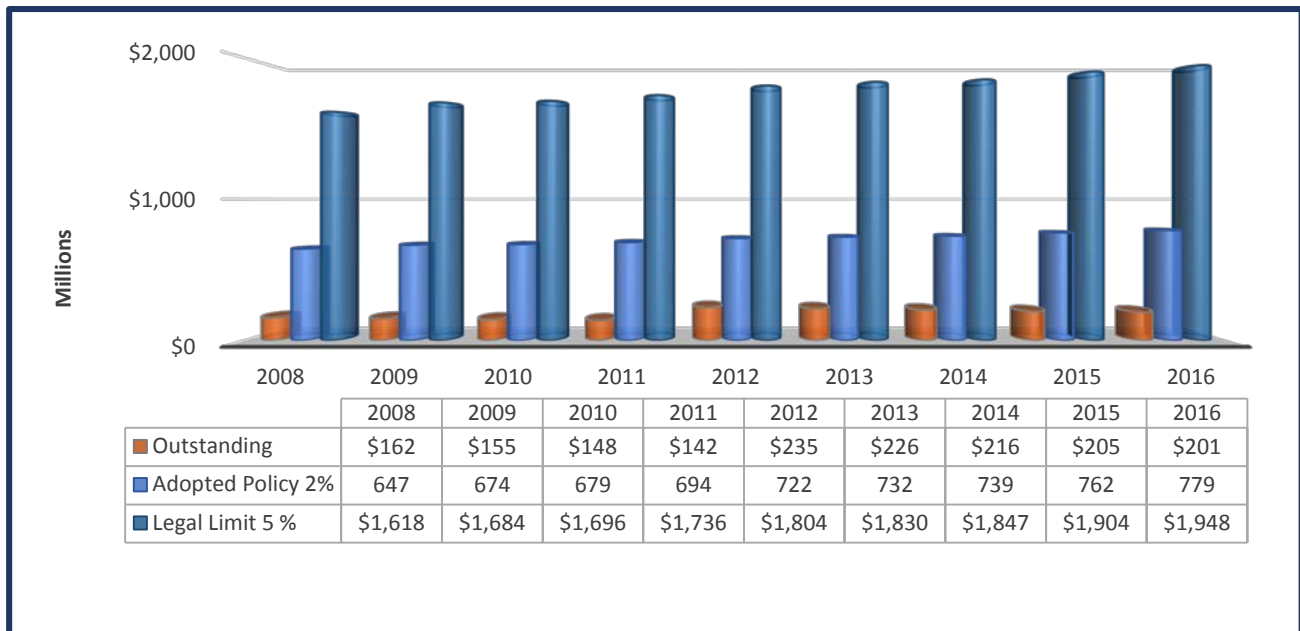
SCHEDULE OF DEBT LIMITS AND BUDGETS EXPRESSED IN THOUSANDS



Since fiscal year 2004, the County’s total assessed property values have increased by over \$17.9 billion dollars, or 86%. Unfortunately, property value growth alone has not been able to sustain the growth in services and expenditures over the years, which has resulted in property tax rate increases when necessary.

SCHEDULE OF DEBT LIMITS AND BUDGETS EXPRESSED IN THOUSANDS

| Tax Year | Total Assessed Property Values | Debt Limits Based on Net Property Values | | Actual Gross Bonded Debt as of 9/30 |
|----------|--------------------------------|--|-------------------|-------------------------------------|
| | | Legal- 5% | Adopted Policy 2% | |
| 2008 | \$32,355,712 | \$1,617,786 | \$647,114 | \$161,990 |
| 2009 | 33,686,895 | 1,684,345 | 673,738 | 155,055 |
| 2010 | 33,925,366 | 1,696,268 | 678,507 | 148,015 |
| 2011 | 34,720,650 | 1,736,033 | 694,413 | 142,250 |
| 2012 | 36,087,791 | 1,804,390 | 721,756 | 234,570 |
| 2013 | 36,609,005 | 1,830,450 | 732,180 | 226,015 |
| 2014 | 36,938,330 | 1,846,917 | 738,767 | 216,320 |
| 2015 | 38,086,183 | 1,904,309 | 761,724 | 205,230 |
| 2016 | \$38,963,518 | \$1,948,176 | \$779,270 | \$201,022 |



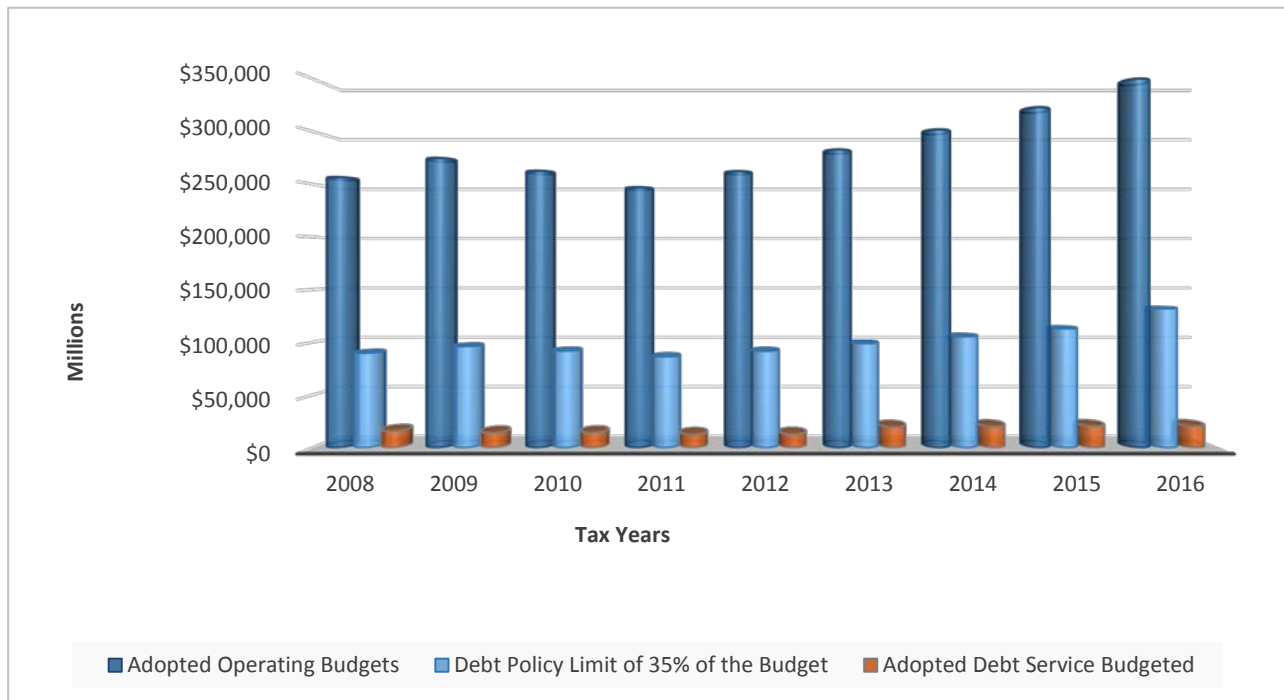
DEBT LIMITS BASED ON ASSESSED PROPERTY VALUES

As of September 30, 2016 the County had an estimated **net bonded debt** amounting to \$201,022,000, and a debt per capita ratio of \$243.23. Under current State statute, County total 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, 2016, the County's net general obligation bonded debt of \$201,022,000 was well below the legal limit of \$1,948,176,000.

SCHEDULE OF DEBT LIMITS AND BUDGETS EXPRESSED IN THOUSANDS

| Tax Years | Adopted Operating Budgets | Debt Policy Limit of 35% of the Budget | Adopted Debt Service Budgeted | Debt Service as a % of the Budget |
|-----------|---------------------------|--|-------------------------------|-----------------------------------|
| 2007 | \$241,863 | \$84,652 | \$15,980 | 6.61% |
| 2008 | 256,661 | 89,831 | 15,908 | 6.20% |
| 2009 | 274,802 | 96,181 | 14,250 | 5.19% |
| 2010 | 262,667 | 91,933 | 14,361 | 5.47% |
| 2011 | 247,108 | 86,488 | 12,808 | 5.18% |
| 2012 | 262,247 | 91,786 | 12,964 | 4.94% |
| 2013 | 282,760 | 98,966 | 19,883 | 7.03% |
| 2014 | 301,815 | 105,635 | 20,342 | 6.74% |
| 2015 | 322,859 | 113,001 | 20,545 | 6.36% |
| 2016 | \$377,467 | \$132,113 | \$20,594 | 5.46% |

COMPARISON OF BUDGETED DEBT TO POLICY LIMITS



As can be seen in the graph and table above, the County has consistently met its financial debt limit policy to “not exceed 35 percent of the total budget, in any fiscal year pursuant to Article VIII, Section 9, of the Texas Constitution.”

HISTORICAL AD VALOREM TAX RATES AND TOTAL ASSESSED PROPERTY VALUES

CERTIFICATES OF OBLIGATION, SERIES 2001

This fund is used for the payment of principal and interest on bonds issued to pay contractual obligations incurred for the construction or improvement of a courthouse expansion, a 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 of election equipment, and for paying costs of issuance.

TAXABLE CERTIFICATES OF OBLIGATION BONDS, SERIES 2007A

This fund is used for the payment of principal and interest on bonds issued to finance the construction of new facilities and renovations of existing facilities at the County Sportspark.

GENERAL OBLIGATION REFUNDING BONDS, SERIES 2011

This fund is used for the payment of principal and interest on bonds issued to advance refund a portion of the principal and interest on Certificates of Obligation Series 2001, and Certificates of Obligation Series 2002.

CERTIFICATES OF OBLIGATION BONDS, SERIES 2012

This fund is used for the payment of principal and interest on bonds issued to finance the following projects within the County: Tornillo-Guadalupe Land Port of Entry, expansion of the County's eastside Jail Annex, Courthouse annexes in the Northwest and East sections of the County, renovations to the former army reserve building, vehicles for the Sheriff's and other County departments, roof improvements on County buildings, Courthouse renovations, Radio communications system, wireless communications system, constructing additional County administrative and departmental office space and parking facilities.

GENERAL OBLIGATION REFUNDING BONDS, SERIES 2015

This fund is used for the payment of principal and interest on bonds issued to advance refund a portion of the principal and interest on Certificates of Obligation Series 2012.

GENERAL OBLIGATION REFUNDING TAXABLE BONDS, SERIES 2015A

This fund is used for the payment of principal and interest on bonds issued to advance refund a portion of the principal and interest on Taxable Certificates of Obligation Series 2007A.

GENERAL OBLIGATION REFUNDING BONDS, SERIES 2016A

This fund is used for the payment of principal and interest on bonds issued to advance refund a portion of the principal and interest on Certificates of Obligation Series 2007 and General Obligation Refunding Series 2007.

GENERAL OBLIGATION REFUNDING TAXABLE BONDS, SERIES 2016B

This fund is used for the payment of principal and interest on bonds issued to advance refund a portion of the principal and interest on Taxable Certificates of Obligation Series 2001, Series 2007, and Series 2012 and General Obligation Refunding Series 2007 and Series 2011.

HISTORICAL AD VALOREM TAX RATES AND TOTAL ASSESSED PROPERTY VALUES

TAXABLE CERTIFICATES OF OBLIGATION BONDS, SERIES 2016C

This fund is used for the payment of principal and interest on bonds issued to pay all or part of the Issuer's contractual obligations incurred for (i) constructing improving, renovating and equipping the County Airport in Fabens Texas; and (ii) paying legal, fiscal and engineering fees in connection with these projects.

CERTIFICATES OF OBLIGATION BONDS, SERIES 2016D

This fund is used for the payment of principal and interest on bonds issued to pay all or part of the Issuer's contractual obligations incurred for (i) constructing roof and other infrastructure improvements, renovations and equipment repairs/replacement to existing County facilities, including the county courthouse, sheriffs facilities, parks facilities, administrative service buildings, Juvenile Probation facilities and Public works facilities; (ii) Information technology equipment, software and related infrastructure, implementation and planning needs; (iii) constructing improving, renovating and equipping County parks and recreational facilities; (iv) constructing improving, renovating, equipping transit related infrastructure and acquiring rights-of-way therefor; (v) constructing, reconstructing and improving streets, roads, sidewalks and alleys, including bridges and intersections, street overlay, landscaping, lighting, signalization, traffic safety and operational improvements, culverts and related storm drainage and utility relocation, and the acquisition of land and interests in land as necessary therefor; and (vi) paying legal, fiscal and engineering fees in connection with these projects.



Capital Project Funds



CAPITAL PROJECT FUNDS

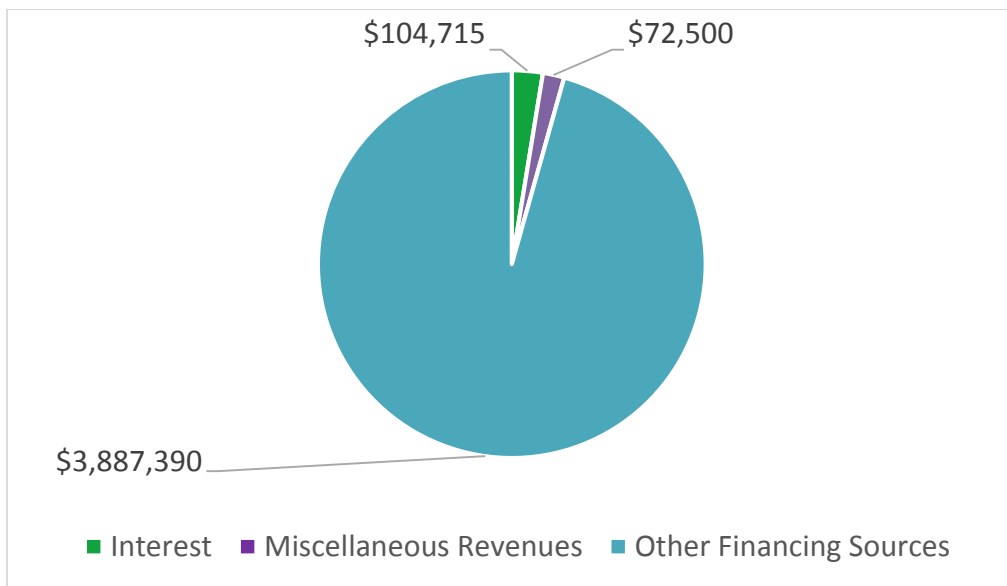
FUND DESCRIPTION

The Capital Project Fund is created to account 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.

REVENUE BUDGET COMPARISON (WITH 2015 ACTUALS)

| PROGRAM | Actuals FY2015 | OPERATING BUDGETS | | CHANGES | |
|---|---------------------|---------------------|---------------------|-----------------------|-----------------|
| | | Estimate FY2016 | Total FY2017 | Amount | % |
| Revenues (Sources): | | | | | |
| Interest | \$86,607 | \$32,000 | \$104,715 | \$72,715 | 227.23% |
| Fines and Forfeits | - | - | - | - | - |
| Miscellaneous | 180,716 | 30,000 | 72,500 | 42,500 | 141.67% |
| Other Financing Sources | 3,684,114 | 9,884,114 | 3,887,390 | (5,996,724) | (60.67%) |
| Total Revenues and Other Financing Sources | 3,951,437 | 9,946,114 | 4,064,605 | (5,881,509) | (59.13%) |
| Beginning Fund Balances | 91,214,902 | 57,488,313 | 45,547,563 | (11,940,750) | (20.77%) |
| Prior Year Adjustment | 110,187 | | | | |
| Total Available Resources | \$95,276,526 | \$67,434,427 | \$49,612,168 | (\$17,822,259) | (26.43%) |

CAPITAL REVENUE BY SOURCE



CAPITAL PROJECT FUNDS

The two main differences noted above result from reduction in the estimate of miscellaneous revenues that may result from the sale of County assets that have reached their useful life and are no longer used by Departments. These assets are returned to the purchasing department and in accordance with the capital improvement policy are auctioned and all proceeds are placed in to the Capital budget for reinvestment in replacement assets in the future year's budget. The other material difference resulted from the expenditures of capital project construction fund as projects are completed or are in progress. Further project specific details are found in the latter portion of this section.

The table for operating budget comparison on the following page further illustrates how the planned capital expenditures impacted the total available resources carried over from the prior years. The new allocation of funding for FY 2017 again resulted from the continued allocation of one penny of taxes levied specifically for capital equipment replacement. This year's allocation of funding will be allocated as recommended by the commissioner's court upon receipt of review by the County chief administrator and her executive team. This replacement strategy also is in an effort to avoid a much more costly avenue of funding all capital request by means of a bond issuance. This strategy not only places much needed assets in the departments' hands much more quickly but also saves the County taxpayers approximately \$750,000 per year in avoided bond issuance and interest costs.

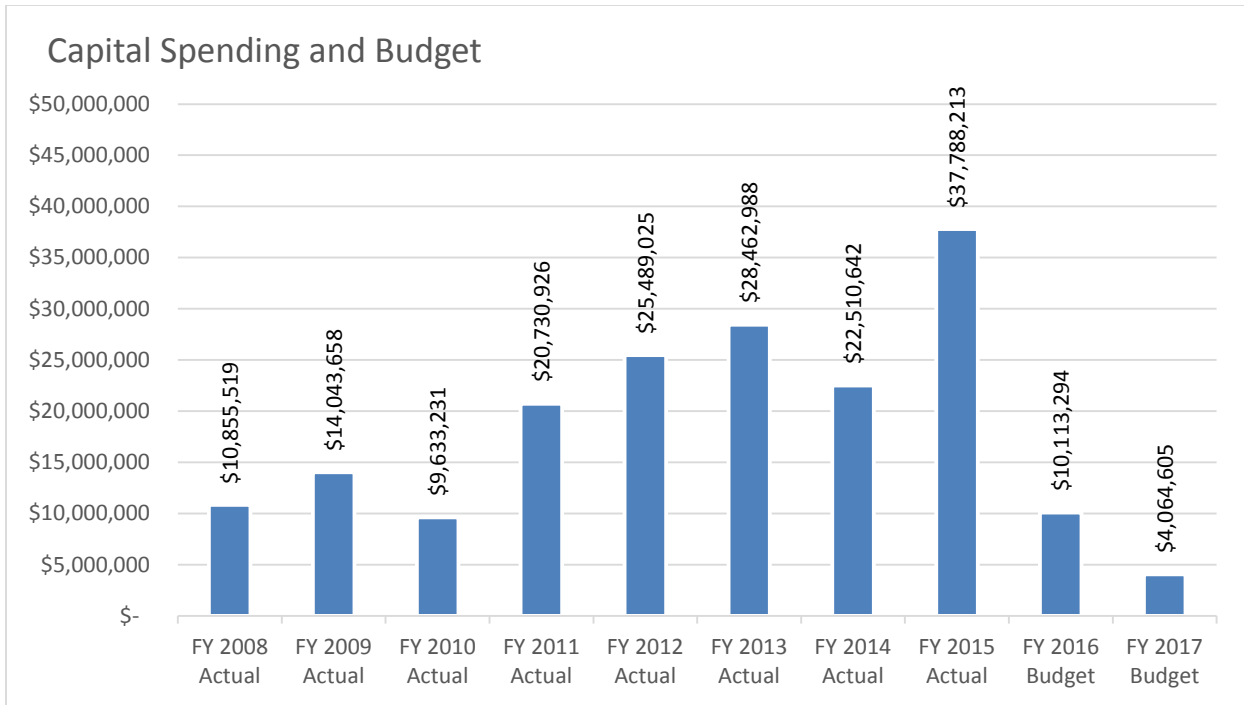
OPERATING BUDGET COMPARISON (WITH 2015 ACTUALS)

| PROGRAM | Actuals FY2015 | OPERATING BUDGETS | | CHANGES | |
|--|---------------------|---------------------|---------------------|-----------------------|-----------------|
| | | Estimate FY2016 | Total FY2017 | Amount | % |
| Appropriations/Expenditures (Uses): | | | | | |
| Capital Outlays | \$37,788,213 | \$10,113,294 | \$4,064,605 | (\$6,048,689) | (59.81%) |
| Total Appropriations/Expenditures | \$37,788,213 | \$10,113,294 | \$4,064,605 | (\$6,048,689) | (59.81%) |
| Encumbrances | | 15,058,626 | 4,502,799 | (10,555,827) | (70.10%) |
| Carryover Fund Balances | 57,488,313 | 42,262,507 | 41,044,764 | (1,217,743) | (2.88%) |
| Total Appropriations/Expenditures, Other Financing Uses, and Fund Balance | \$95,276,526 | \$67,434,427 | \$49,612,168 | (\$17,822,259) | (26.43%) |

CAPITAL PROJECT FUNDS

SUMMARY FOR FISCAL YEAR 2017 BY CHARACTER

| PROGRAM | Actuals FY2015 | OPERATING BUDGETS | | CHANGES | |
|----------------------------------|---------------------|---------------------|--------------------|----------------------|-----------------|
| | | Estimate FY2016 | Total FY2017 | Amount | % |
| Character | | | | | |
| Capital | \$35,655,507 | \$10,113,294 | \$4,064,605 | (\$2,431,011) | (59.81%) |
| Total Budgets and Actuals | \$35,655,507 | \$10,113,294 | \$4,064,605 | (\$2,431,011) | (59.81%) |



CAPITAL PROJECTS BY FUNDING SOURCE OPERATING BUDGET COMPARISON WITH 2015 ACUTALS

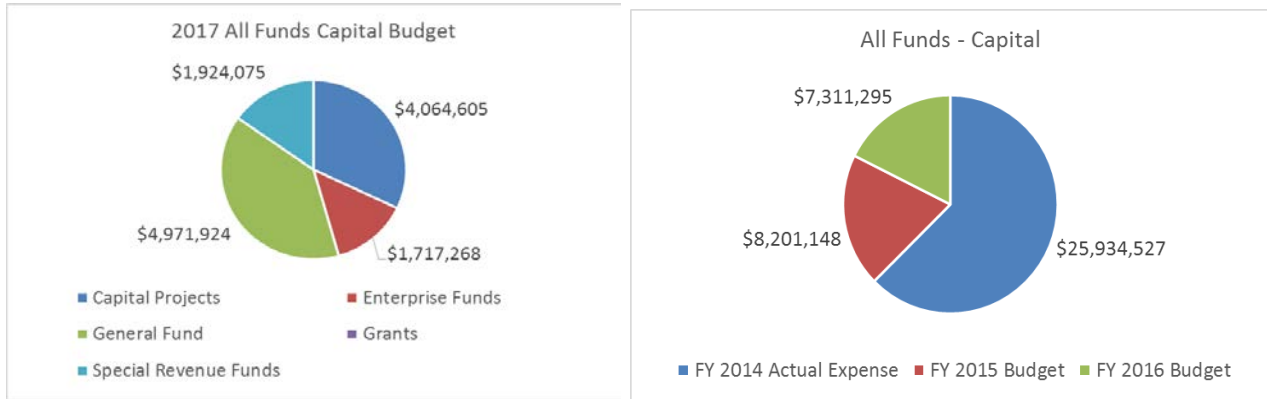
The following worksheet presents a three-year evaluation of changes in expenditures and budgets as undertakings are completed or modified and as new projects emerge in order to meet the needs of the community.

CAPITAL PROJECT FUNDS

| | | | |
|-------------------------------|----------------------------|----------------------------|----------------------------|
| County Capital Projects 2007 | \$715,165 | \$1,314 | \$1,665 |
| County Capital Projects 2007A | 161,813 | 17,463 | 2,225 |
| County Capital Projects 2012 | 32,315,214 | 71,076 | 87,500 |
| County Capital Projects 2016C | | 2,672,800 | |
| County Capital Projects 2016D | | 3,472,000 | |
| | <u>\$35,650,562</u> | <u>\$10,088,181</u> | <u>\$4,064,605</u> |
| Enterprise Funds | | | |
| Public Works | | \$1,690,954 | \$1,717,268 |
| | | <u>\$1,690,954</u> | <u>\$1,717,268</u> |
| General Fund | | | |
| Administration of Justice | | \$35,287 | |
| Culture and Recreation | | 80,788 | \$25,000 |
| General Government | \$105,711 | 227,199 | 4,732,200 |
| Health and Welfare | | | |
| Public Safety | 123,150 | 301,645 | 214,724 |
| | <u>\$228,861</u> | <u>\$644,919</u> | <u>\$4,971,924</u> |
| Grants | | | |
| Administration of Justice | \$62,987 | \$61,369 | |
| Culture and Recreation | 533,876 | 1,400 | |
| Public Safety | 233,223 | 333,461 | |
| General Government | | 315 | |
| Public Works | 37,688 | | |
| Resource Development | | | |
| | <u>\$867,774</u> | <u>\$396,545</u> | <u>\$ -</u> |
| Special Revenue Funds | | | |
| Administration of Justice | \$47,479 | \$238,311 | \$250,311 |
| Culture and Recreation | | | |
| General Government | 117,508 | 209,863 | 405,964 |
| Public Safety | | 484,273 | 722,800 |
| Public Works | 86,120 | 537,000 | 545,000 |
| | <u>\$251,107</u> | <u>\$1,469,447</u> | <u>\$1,924,075</u> |
| Grand Total | <u>\$36,998,304</u> | <u>\$14,290,046</u> | <u>\$12,677,872</u> |

*Due to conversion of financial system actual detail of fund/program was not available.

CAPITAL PROJECT FUNDS



FY 2017 Capital Budget \$12,677,872 as a component of the Adopted Budget

The estimated increases above reflect ongoing estimated operating expenses for the new port of entry under the Public works line item. The General Government increases related to ongoing operating cost of operating the newly constructed county annexes. The estimated impact for Culture and Recreation reflect the new estimated operating cost of the upcoming county rural parks discussed below.

DISCUSSION IS ALSO INCLUDED ON OPERATIONAL IMPACTS BY PROGRAM IN THIS SECTION OF THE BUDGET DOCUMENT.

SIGNIFICANT NON-RECURRING CAPITAL EXPENDITURES

Major Non-Recurring Capital Projects over \$100,000 are discussed below. Projects completed prior to Fiscal Year 2017 are not included below. However, projects open as of 2017 include total budget and spent to date.

UNDERSTANDING THE TABLES

Each project is summarized in the form of the table. The following attributes are included:

Department: Shown below is the department affected by the project and not the department in charge. For example, Detention Facility improvements will be shown as Sheriff’s Department because they may be completed by Public Works but pertain primarily to the Sheriff. If there is no primary department, then “various” will be used.

Program: The program the project serves will be shown. The options are: Administration of Justice, General Government, Public Safety, Health and Welfare, Resource Development, Culture and Recreation or Public Works.

CAPITAL PROJECT FUNDS

Status: The project will be show as “Completed” or “Existing”. “Completed” is for projects that have actual expenditures in Fiscal Year 2017 and/or 2016 but have been completed as of the ending of Fiscal Year 2017. “Existing” is used for projects that have had actual activity in Fiscal Years 2016 and/or 2017 or have a budget allocation in Fiscal Years 2016 and/or 2017 but have not been completed.

Start/End: Project dates. If projects are not completed, estimated end dates are shown. Dates are by fiscal year. For example, a project may be scheduled for completion on October 2016, so the end date shown would be 2017.

Project Description: A brief summary of the scope of the project is discussed.

Capital Costs: The Capital Cost section includes capital amount budgeted to date and actual cost to date. To date is based on the project start date to the end of Fiscal Year 2016 or completion date, whichever comes first.

Funding Source: Project funding sources are listed for informational purposes. The potential listing is: 2007 Bond, 2012 Bond, 2014 Capital Allocation, 2015 Capital Allocation, 2016 Capital Allocation and/or 2017 Capital Allocation. Detailed capital funding sources are discussed in beginning of this section.

Operating Costs/Savings: This section quantifies operational impacts of capital projects. Personnel and operations are listed separately, but are net of savings. For example, a new facility may result in lease avoidance (savings) of \$25,000 but cost \$35,000 in utilities. The total amount shown would be \$10,000 for net operating impact. Total operational costs/savings are totaled in prior page. Also, revenue impacts are not shown. They are totaled in prior page. Due to the limitations of debt issuances, few projects can generate revenue. Therefore, it is shown in total, rather than by project.

Discussion on Operational Impacts & Savings/Revenue Results: A description is provided for net operational impacts. Additionally, potential revenue impacts are discussed.

CAPITAL PROJECT FUNDS

County Capital Improvements

| | | | |
|--------------------|-------------|------------------------|-----------|
| DEPARTMENT: | County-Wide | STATUS: | Existing |
| PROGRAM: | Various | START/END DATE: | 2010/2017 |

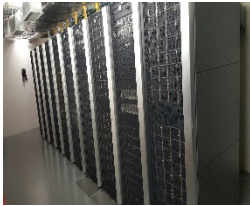
PROJECT DESCRIPTION:

This funding was allocated for the purpose of Information Technology backroom server upgrades, ADA Improvements and sewage line replacement at the County Jail.

| | | |
|-------------------|------------------------------|--|
| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO DATE: | \$8,071,764 | PERSONNEL: |
| COST TO DATE: | 4,044,204 | OPERATIONS: |
| TOTAL REMAINING: | \$4,027,560 | TOTAL ESTIMATED: |

FUNDING SOURCE:

2012 Bond



DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

These are predominantly replacement or support service items.

Agua Dulce Park Rehabilitation

| | | | |
|--------------------|------------------------|------------------------|-----------|
| DEPARTMENT: | Public Works | STATUS: | Existing |
| PROGRAM: | Culture and Recreation | START/END DATE: | 2016/2017 |

PROJECT DESCRIPTION:

These funds are allocated for rehabilitation and equipping of the Aqua Dulce Park located in far east El Paso County.

| | | |
|-------------------|------------------------------|--|
| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO DATE: | \$552,877 | PERSONNEL: |
| COST TO DATE: | 72,159 | OPERATIONS: |
| TOTAL REMAINING: | \$480,718 | TOTAL ESTIMATED: |

FUNDING SOURCE:

2007 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

CAPITAL PROJECT FUNDS



Existing park staff will maintain these facilities rural parks budget received increased utilities funding of \$50K for all new rural parks

Ascarate Annex

| | | | |
|--------------------|---|------------------------|-----------|
| DEPARTMENT: | Tax Office/Agri-Life | STATUS: | Completed |
| PROGRAM: | General Government/Resource Development | START/END DATE: | 2013/2016 |

PROJECT DESCRIPTION:

This project was for a complete remodel and upgrade to the old Army reserve Building that was donated to the County of El Paso. This facility is used to house the Relocated Downtown County Tax Office as well as provide a location the Agri-Life Program

| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
|-------------------|-----------------------|---------------------------------|
| BUDGETED TO DATE: | \$1,453,858 | PERSONNEL: _____ |
| COST TO DATE: | 1,318,799 | OPERATIONS: _____ |
| TOTAL REMAINING: | \$135,059 | TOTAL ESTIMATED: _____ |

FUNDING SOURCE: 2012 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:



Ascarate Annex

New Budget allocation this annex were included in the operating budget in the amount of \$91,528 an increase of \$12,264.

CAPITAL PROJECT FUNDS

Ascarate Park and Pool Improvements

| | | | |
|--------------------|------------------------|------------------------|-----------|
| DEPARTMENT: | Parks and Pools | STATUS: | Completed |
| PROGRAM: | Culture and Recreation | START/END DATE: | 2010/2016 |

PROJECT DESCRIPTION:

These funds were utilized for numerous improvement at Ascarate park and pool, to include, new bathrooms, pool re-plastering, and irrigation systems to name a few.

| | | |
|-------------------|------------------------------|--|
| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO DATE: | \$3,478,232 | PERSONNEL: |
| COST TO DATE: | 3,462,106 | OPERATIONS: |
| TOTAL REMAINING: | \$16,127 | TOTAL ESTIMATED: |

FUNDING SOURCE: 2007 Bond



Small Lake at the Park

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

The County recently hired a new director of parks recreation and tourism, and a special events director that is looking a program enhancements to grow the patronage of the communities' largest public park.

Capital Equipment over \$100,000 (stand-alone)

| | | | |
|--------------------|------------------------|------------------------|-----------|
| DEPARTMENT: | Information Technology | STATUS: | Existing |
| PROGRAM: | Various | START/END DATE: | 2013/2017 |

PROJECT DESCRIPTION:

Funding in this area was for an upgrade to the County employee laptops, PC's and printers along with some back office support equipment.

| | | |
|-------------------|------------------------------|--|
| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO DATE: | \$1,111,094 | PERSONNEL: |
| COST TO DATE: | 913,400 | OPERATIONS: |
| TOTAL REMAINING: | \$195,694 | TOTAL ESTIMATED: |

FUNDING SOURCE: 2012 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

No new impacts

CAPITAL PROJECT FUNDS

Courthouse Improvements

| | | | |
|--------------------|------------|------------------------|-----------|
| DEPARTMENT: | Facilities | STATUS: | Existing |
| PROGRAM: | Various | START/END DATE: | 2013/2017 |

PROJECT DESCRIPTION:

Funding in this area was allocated for upgrades to the Courthouse to include cooling system, plumbing, lighting upgrades and elevator upgrades to name a few.

| | | |
|------------------|------------------------------|--|
| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO | | PERSONNEL: |
| DATE: | \$4,364,870 | OPERATIONS: |
| COST TO DATE: | 2,302,126 | TOTAL ESTIMATED: |
| TOTAL REMAINING: | \$2,062,744 | |
| FUNDING SOURCE: | 2012 Bond | <u>DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:</u> |



Future Utility savings are anticipated although not current estimated.

Data Processing Equipment and Judicial Administration Project

| | | | |
|--------------------|---------------------------|------------------------|-----------|
| DEPARTMENT: | Information Technology | STATUS: | Completed |
| PROGRAM: | Administration of Justice | START/END DATE: | 2009/2015 |

PROJECT DESCRIPTION:

Funding was used for the acquisition and implementation of a new Justice Information System utilized by the County judicial system

| | | |
|------------------|------------------------------|--|
| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO | | PERSONNEL: |
| DATE: | \$6,656,010 | OPERATIONS: |
| COST TO DATE: | 6,645,726 | TOTAL ESTIMATED: |
| TOTAL REMAINING: | \$10,284 | |

CAPITAL PROJECT FUNDS

FUNDING SOURCE: 2007 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:



Additional staffing was necessary for the system administration for this software

Disaster Recovery Data Center Project

| | | | |
|--------------------|------------------------|------------------------|-----------|
| DEPARTMENT: | Information Technology | STATUS: | Completed |
| PROGRAM: | General Government | START/END DATE: | 2009/2015 |

PROJECT DESCRIPTION:

Funding was allocated for to establish a redundant data center the replicates the county technology systems including all financial, justice as well as all program based software and operating systems in the event of a natural disaster

CAPITAL COSTS:

| | | |
|--------------------------|--|-----------------|
| BUDGETED TO DATE: | | \$4,982,000 |
| COST TO DATE: | | 4,967,259 |
| TOTAL REMAINING: | | <u>\$14,741</u> |

OPERATING COSTS/SAVINGS:

| | |
|-------------------------|---------|
| PERSONNEL: | |
| OPERATIONS: | |
| TOTAL ESTIMATED: | <u></u> |

FUNDING SOURCE:

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:



Data POD

Funding for the POD operations was budgeted at the inception of this project and has not increased

Eastside Annex

| | | | |
|--------------------|---------------|------------------------|-----------|
| DEPARTMENT: | JP4/Tax/WCTCS | STATUS: | Existing |
| PROGRAM: | Various | START/END DATE: | 2013/2016 |

PROJECT DESCRIPTION:

Funds were allocated to construct an Eastside Courthouse annex to provide basic needed services to the eastside citizens, including Justice Court, Constable, Community Supervision

CAPITAL PROJECT FUNDS

| | | |
|-------------------|------------------------------|---|
| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO DATE: | \$3,883,204 | PERSONNEL: |
| COST TO DATE: | 2,753,223 | OPERATIONS: \$101,523 |
| TOTAL REMAINING: | \$1,129,981 | TOTAL \$101,523 |
| | | ESTIMATED: |

FUNDING SOURCE: 2012 Bond



DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

Operations budget for utilities, communications and maintenance for the facility are budgeted at \$78,058

ERP (Enterprise Resource Planning) Information Software

| | | | |
|--------------------|---------------------|------------------------|-----------|
| DEPARTMENT: | Audit/HR/Purchasing | STATUS: | Existing |
| PROGRAM: | General Government | START/END DATE: | 2012/2017 |

PROJECT DESCRIPTION:

Funding was allocated for the complete replacement and upgrade of the County's 30 year old financial system, which includes payroll, payables, budget, finance, inventory, personnel and benefits management

| | | |
|-------------------|------------------------------|--|
| | <u>CAPITAL COSTS:</u> | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO DATE: | \$6,250,000 | PERSONNEL: |
| COST TO DATE: | 3,439,377 | OPERATIONS: |
| TOTAL REMAINING: | \$2,810,623 | TOTAL ESTIMATED: |
| | | |

FUNDING SOURCE: 2012 Bond



DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

The annual operating systems licensing fees will be offset by new licensing fees which will impact the county's overall budget in the next 3-5 years

CAPITAL PROJECT FUNDS

Gallegos Park Rehabilitation

| | | | |
|--------------------|------------------------|------------------------|-----------|
| DEPARTMENT: | Rural Parks | STATUS: | Existing |
| PROGRAM: | Culture and Recreation | START/END DATE: | 2015/2017 |

PROJECT DESCRIPTION:

Funding for this project was allocated for further enhancement to the recreational amenities at Gallegos Park of upper west El Paso County

| | | | |
|------------------------------|-----------|--|--|
| <u>CAPITAL COSTS:</u> | | <u>OPERATING COSTS/SAVINGS:</u> | |
| BUDGETED TO DATE: | \$336,900 | PERSONNEL: | |
| COST TO DATE: | - | OPERATIONS: | |
| TOTAL REMAINING: | \$336,900 | TOTAL ESTIMATED: | |

FUNDING SOURCE: 2007 Bond



DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

Existing park staff will maintain these facilities rural parks budget received increased utilities funding of \$50K for all new rural parks

Jail Annex Expansion

| | | | |
|--------------------|---------------|------------------------|-----------|
| DEPARTMENT: | Sheriff | STATUS: | Existing |
| PROGRAM: | Public Safety | START/END DATE: | 2013/2017 |

PROJECT DESCRIPTION:

This project encompasses phase II of the Eastside Jail Annex which will add 432 beds to this facility. In is expected to reduce the overall cost of incarceration of inmates as inmates are transferred to this facility from the Downtown location.

| | | | |
|------------------------------|--------------|--|-------------|
| <u>CAPITAL COSTS:</u> | | <u>OPERATING COSTS/SAVINGS:</u> | |
| BUDGETED TO DATE: | \$43,910,412 | PERSONNEL: | \$1,223,718 |
| COST TO DATE: | 39,161,346 | OPERATIONS: | 573,333 |
| TOTAL REMAINING: | \$4,749,066 | TOTAL ESTIMATED: | \$1,797,051 |

FUNDING SOURCE: 2012 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

CAPITAL PROJECT FUNDS



Budget reductions in the overall Jail operations will be included in the FY 2018 operating budget of the downtown detention facility

Jail Annex Renovations

| | | | |
|--------------------|---------------|------------------------|-----------|
| DEPARTMENT: | Sheriff | STATUS: | Complete |
| PROGRAM: | Public Safety | START/END DATE: | 2008/2015 |

PROJECT DESCRIPTION:

This funding was related to phase I of the Jail Annex expansion that ultimately related to the overall expansion of the facility by 432 beds.

| | | | |
|-------------------|------------------------------|------------------|--|
| | <u>CAPITAL COSTS:</u> | | <u>OPERATING COSTS/SAVINGS:</u> |
| BUDGETED TO DATE: | \$4,400,000 | PERSONNEL: | |
| COST TO DATE: | \$4,398,958 | OPERATIONS: | |
| TOTAL REMAINING: | \$1,042 | TOTAL ESTIMATED: | |

FUNDING SOURCE: 2007 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:



Overall funding for this program will be incorporated in the FY 2017 budget when the facility comes on-line. It is anticipated to offset and decrease current overall incarceration costs.

Jail Annex Roof

| | | | |
|--------------------|---------------|------------------------|-----------|
| DEPARTMENT: | Sheriff | STATUS: | Completed |
| PROGRAM: | Public Safety | START/END DATE: | |

PROJECT DESCRIPTION:

This funding was allocated for the replacement of the roof at the Eastside Jail Annex for the original Pods built in the late 1990's

CAPITAL PROJECT FUNDS

| <u>CAPITAL COSTS:</u> | | <u>OPERATING COSTS/SAVINGS:</u> | |
|-----------------------|-------------|---|--|
| BUDGETED TO DATE: | \$3,135,969 | PERSONNEL: | |
| COST TO DATE: | 3,135,969 | OPERATIONS: | |
| TOTAL REMAINING: | \$ - | TOTAL ESTIMATED: | |
| FUNDING SOURCE: | 2012 Bond | <u>DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:</u> | |



No new impact to the Jail Annex operations

Northwest Annex

| | | | |
|--------------------|-----------------------|------------------------|-----------|
| DEPARTMENT: | JP7/Tax/WTCSC Sheriff | STATUS: | Existing |
| PROGRAM: | Various | START/END DATE: | 2013/2017 |

PROJECT DESCRIPTION:

Funding in this area were used for the construction of a courthouse annex in the Northwest area of the County. This annex houses multiple departments such as a Justice of the Peace, Constable, Community Supervision and the Sheriff

| <u>CAPITAL COSTS:</u> | | <u>OPERATING COSTS/SAVINGS:</u> | |
|-----------------------|-------------|---|----------|
| BUDGETED TO DATE: | \$3,350,000 | PERSONNEL: | |
| COST TO DATE: | 3,271,794 | OPERATIONS: | \$94,121 |
| TOTAL REMAINING: | \$78,206 | TOTAL ESTIMATED: | |
| FUNDING SOURCE: | 2012 Bond | <u>DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:</u> | |



The construction of this annex also resulted is lease avoidance of over \$120,000 per year to the operating budget

CAPITAL PROJECT FUNDS

P25 Radio Replacement

| | | | |
|--------------------|---------------|------------------------|-----------|
| DEPARTMENT: | Sheriff | STATUS: | Completed |
| PROGRAM: | Public Safety | START/END DATE: | 2012/2016 |

PROJECT DESCRIPTION:

This funding was allocated to completely replace the County public safety radio system in order to comply with federal communication mandates

CAPITAL COSTS:

| | |
|-------------------|-----------------|
| BUDGETED TO DATE: | \$9,485,029 |
| COST TO DATE: | 9,435,029 |
| TOTAL REMAINING: | <u>\$50,000</u> |

OPERATING COSTS/SAVINGS:

| | |
|------------------|-----------------------------|
| PERSONNEL: | |
| OPERATIONS: | |
| TOTAL ESTIMATED: | <u> </u> |

FUNDING SOURCE: 2012 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

Impacts were added to the 2015 operating budget of the County to cover licensing costs related to the radio system



Ruben Estrella Park

| | | | |
|--------------------|------------------------|------------------------|-----------|
| DEPARTMENT: | Rural Parks | STATUS: | Existing |
| PROGRAM: | Culture and Recreation | START/END DATE: | 2015/2017 |

PROJECT DESCRIPTION:

Funding in this area are also allocated for the purpose of the development and equipping of a County Park in the outlying area of the County where these recreational offerings to the families are dearly needed

CAPITAL COSTS:

| | |
|-------------------|------------------|
| BUDGETED TO DATE: | \$421,246 |
| COST TO DATE: | - |
| TOTAL REMAINING: | <u>\$421,246</u> |

OPERATING COSTS/SAVINGS:

| | |
|------------------|-----------------------------|
| PERSONNEL: | |
| OPERATIONS: | |
| TOTAL ESTIMATED: | <u> </u> |

FUNDING SOURCE: 2007 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

Existing park staff will maintain these facilities rural parks budget received increased utilities funding of \$50K for all new rural parks

CAPITAL PROJECT FUNDS

Rural Parks & Pool Improvements

| | | | |
|--------------------|------------------------|------------------------|-----------|
| DEPARTMENT: | Rural Parks/Swimming | STATUS: | Existing |
| PROGRAM: | Culture and Recreation | START/END DATE: | 2009/2017 |

PROJECT DESCRIPTION:

Funding is this program are allocated for further expansion of the County rural parks and rural pools in the far west and east locations of the County.

CAPITAL COSTS:

| | |
|-------------------|-----------|
| BUDGETED TO DATE: | \$425,465 |
| COST TO DATE: | 378,438 |
| TOTAL REMAINING: | \$47,027 |

OPERATING COSTS/SAVINGS:

| | |
|------------------|--|
| PERSONNEL: | |
| OPERATIONS: | |
| TOTAL ESTIMATED: | |

FUNDING SOURCE: 2007 Bonds

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

No additional budget impacts



Tornillo-Guadalupe Port of Entry

| | | | |
|--------------------|--------------|------------------------|-----------|
| DEPARTMENT: | Public Works | STATUS: | Existing |
| PROGRAM: | Public Works | START/END DATE: | 2007/2017 |

PROJECT DESCRIPTION:

This funding is for the land acquisition, road, bridge and toll facility construction that is located in the far east lower valley of the County.

CAPITAL COSTS:

| | |
|-------------------|--------------|
| BUDGETED TO DATE: | \$45,232,295 |
| COST TO DATE: | 28,333,644 |
| TOTAL REMAINING: | \$16,898,651 |

OPERATING COSTS/SAVINGS:

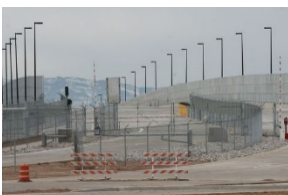
| | |
|------------------|-----------|
| PERSONNEL: | |
| OPERATIONS: | \$815,000 |
| TOTAL ESTIMATED: | |

FUNDING SOURCE: 2007/2012 Bonds

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

Cost included in the FY 2017 budget above are for outsourced contract bridge tool operations and is not net of year one revenue estimate of \$250,000

Bridge span to left



CAPITAL PROJECT FUNDS

Westway Park

| | | | |
|--------------------|--------------------------|------------------------|-----------|
| DEPARTMENT: | Public Works/Rural Parks | STATUS: | Existing |
| PROGRAM: | Culture and Recreation | START/END DATE: | 2015/2017 |

PROJECT DESCRIPTION:

Funding allocated here is for the development of much needed rural parks with playground amenities in far east El Paso County.

CAPITAL COSTS:

| | |
|--------------------------|-----------------|
| BUDGETED TO DATE: | \$191,910 |
| COST TO DATE: | 172,263 |
| TOTAL REMAINING: | <u>\$19,647</u> |

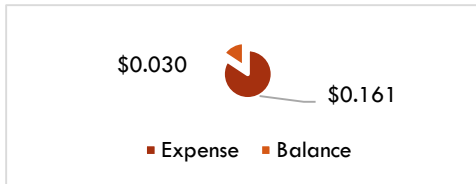
OPERATING COSTS/SAVINGS:

| | |
|-------------------------|---------|
| PERSONNEL: | |
| OPERATIONS: | |
| TOTAL ESTIMATED: | <u></u> |

FUNDING SOURCE: 2007 Bond

DISCUSSION ON OPERATIONAL IMPACTS & SAVINGS/REVENUE RESULTS:

Existing park staff will maintain these facilities rural parks budget received increased utilities funding of \$50K for all new rural parks



DISCUSSION ON NON MAJOR RECURRING CAPITAL PROJECTS

Below is a brief discussion on non-major recurring capital items. They are not shown above as they are not single projects allocations. Rather, they are a category of items that Commissioners Court repeatedly funds with annual capital allocation.

ADA Improvements

- Funding Sources: Annual one penny M&O Tax allocation
- Description: For improvements and renovations necessary for the County to comply with the Americans with Disabilities Act.

Computer/Laptop Replacement

- Funding Sources: Annual one penny M&O Tax allocation
- Description: A strategic 5 year rolling IT replacement plan which includes laptops, PC's, scanners, printers and back office network equipment

CAPITAL PROJECT FUNDS

Scanner/Printer Replacement

- Funding Sources: Annual one penny M&O Tax allocation
- Description: A strategic 5 year rolling IT replacement plan which includes laptops, PC's, scanners, printers and back office network equipment

County Fleet Replacement

- Funding Sources: Annual one penny M&O Tax allocation
- Description: Annual vehicle replacement strategy as overseen by the County Fleet management department based on the wear and repair requirements of vehicles.

CAPITAL PROJECT FUND TYPE

The Capital project fund is used as a tool to account for expenditures related to the acquisition of new assets or the renovation or improvement of existing assets. Beginning in fiscal year 2000, Commissioners Court established the equipment committee to more adequately plan for and maintain its major equipment and assets. Since that date the County has evolved its process into an annual Call for Projects along with the adoption of a formal Capital Improvement Plan and the annual allocation of dedicated capital funding which is represented through the allocation of one penny in maintenance and operation (M&O) taxes, which this year equates to just over \$3.8 million.

FUNDING CAPITAL PROJECTS

Essential to the capital planning process is the allocation of funding. First, existing revenue sources are identified and designated. However, when existing funding is insufficient, other sources must be found; primarily, new debt issuances. Once the capital project nears completion, day to day operating funding must be planned and budgeted in the period that the asset comes on-line. Continuing operating funds and impacts related to capital funded projects are discussed later in “CAPITAL OPERATING IMPACTS” section. Currently, the following revenue sources have been designated:

CAPITAL PROJECT FUND

Debt Issuance: The majority of funding comes from debt issuances, usually in the form of bonds. Recently, the County has issued debt in fiscal years 2007 and 2012, with a combined total of \$132 million. During fiscal year 2017, the County has plans to continue the assessment of capital needs and potential need for an additional future debt issuance.

Other Sources: Other revenue sources includes the sale of capital assets, interest, reimbursements and transfers in from other funds.

GENERAL FUND

Annual Allocation: In fiscal year 2013, Commissioners Court established an annual allocation of one penny of the M&O tax rate to be used for capital projects. For fiscal year 2017 the allocation resulting from the one penny of taxes totaled \$3,887,390. Allocation of projects are made in conjunction with the budget process. This funding is then transferred to the capital project fund. Outside of debt issuances, it is the second largest source of funding for capital.

Operating Equipment Allocation: During budget cuts in 2008, departmental equipment budgets were eliminated as a savings measure. Throughout the years, equipment funding has slowly been reintroduced. However, in fiscal year 2016 Commissioners Court allocated \$1,214,816 to be used to replace smaller department inventory items such as chairs, copiers, desks, etc. This allocation is in addition to current department equipment budgets. This funding remains within department operating budget, but may be used for small operating capital purchases under \$5,000 each and are categorized as operating expenses which is consistent with the County’s capitalization thresholds.

CAPITAL PROJECT FUND TYPE

SPECIAL REVENUE AND GRANT FUNDS

Special revenue funds are established through statute and funded directly by fees and charges for services in accordance with the statutory provisions that authorize the assessment and collection of such funds. Although funding is primarily used for operations, capital projects can be funded. For example, the Road and Bridge fund is also used to fund road paving projects.

Grants: Grant funds are received from federal, state, and local sources. They are appropriated annually and are spent in accordance with grant requirements. Various grants allow the purchase of capital items.

ENTERPRISE FUNDS

Enterprise funds: These funds are established through service fees and are used for improvements to the East Montana Water Project, County Solid Waste and Nuway and Mayfair Water Projects.

2017 CAPITAL BUDGET APPROPRIATIONS BY FUND (EXCLUDING CARRYOVERS)

| Fund | 2017 Budget |
|-----------------------|---------------------|
| Capital Projects | \$4,064,605 |
| Enterprise Funds | 1,717,268 |
| General Fund | 4,971,924 |
| Grants | |
| Special Revenue Funds | \$1,924,075 |
| Grand Total | \$12,677,872 |

DEFINING CAPITAL PROJECTS

Capital projects are defined as assets owned or operated by the County and generating value over time, with a minimum useful life of over one year. Additional criteria apply contingent on funding source.

Debt Issuance: Projects funded through debt are limited to the terms of the bond order. Although no minimum or maximum is set, general guidelines are followed. Primarily, small capital items (under \$5,000) are not funded. Medium capital items (\$5,000-\$50,000) are funded only if there is large quantity that existing revenue cannot fund. However, funding is primarily used for the construction or improvement of new or existing facilities.

CAPITAL PROJECT FUND TYPE

Annual Allocation: The annual allocation was established as a means to meet smaller and medium capital needs. These projects and items must be over \$500 and under \$500,000. Items over \$500,000 will be considered with debt issuances. Items under \$500 should be purchased with department operating funds.

If a project or item qualifies as capital, it is further classified into one the following categories:

| Category | Description of Category | Replacement Strategy | Replacement Cycle |
|----------|--|---|---|
| 1 | Major Facility and Infrastructure | 10 – 15 years for major renovation and repair; 45-75 years useful life | Generally 7 to 10 years for major renovation and repair; 30 years for building revitalization |
| 2 | IT Infrastructure and Equipment | Rapid changes in technology require continuous upgrade and replacement of computer equipment to guarantee access to information resources. | Generally, every 3 to 5 years |
| 3 | ADA-Related Improvements | As identified by the ADA Coordinator | In accordance with replacement cycles of other Categories |
| 4 | Fleet and Vehicle Replacement | As determined by Fleet Manager | Generally 5 to 7 years; heavy equipment is 10 years |
| 5-A | Small Capital Projects (i.e. equipment and projects between \$500 and \$5,000) | These items are generally between \$500 and \$5,000 and are considered to have a useful life of three to five years. Replacement strategy is to replace when item become unusable due to obsolescence or wear and tear. | Generally less than 5 years |
| 5-B | Medium Capital Projects (i.e. equipment and projects between \$5,000 - \$50,000) | These items are generally between \$5,000 and \$50,000 and are considered to have a useful life of generally less than ten years. Replacement strategy is to replace when item become unusable due to obsolescence or wear and tear. | Generally less than 10 years |
| 5-C | Large Capital Projects (equipment and projects between \$50,000 - \$500,000) | These items are generally between \$50,000 and \$500,000 and are considered to have a useful life of generally more than ten years. Replacement strategy is to replace when item become unusable due to obsolescence or wear and tear | Generally more than 10 years |

THE PLANNING PROCESS

Multiple processes are used in the development of capital projects. Planning debt funded projects are initiated as needed, with continuous monitoring. The annual allocation is prepared annually for adoption with the budget. Specially funded projects must adhere to established guidelines such as the grant award or state statute.

CAPITAL PROJECT FUND TYPE

In development of a capital project plan, primary consideration is adherence to established strategic goals and priorities. County strategic goals are detailed in the budget message section of this document. The high capital priorities are:

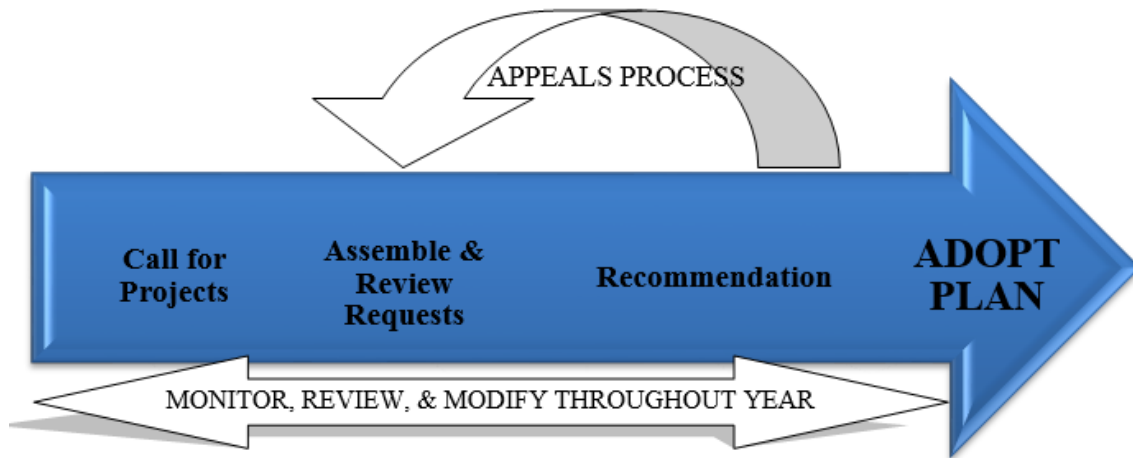
- further develops County's vision and strategic goals
- required by law, contract, or specific order
- improve public and employee safety
- benefit majority of residents
- reduce expenses or increase revenue
- contribute to job retention and efficiency
- replace obsolete equipment or
- prevent deterioration of assets.

Department and subject matter expert priority are also considered. However priority is not the sole deciding factor. For example, an item could replace obsolete equipment, but the program it pertains to as a whole may not be high priority. Need, location, cost, future use, condition and other factors are also considered.

All requests are prepared and submitted by departments. Once a request is received, it is given to the correct expert for review. Currently, the County has designated the following internal subject-matter experts: Information Technology Director, Public Works Director and Fleet Manager. All other requests are reviewed by individuals designated by the Chief Administrator.

The following chart summarizes the annual capital allocation plan. The plan is recommended for adoption by the Chief Administrator and approved by Commissioners Court. Once approved, the funds are monitored throughout the year.

CAPITAL PROJECT FUND TYPE



When a debt issuance is involved the process is much more detailed, but follows similar general guidelines. However, additional steps must also be taken and the process can encompass multiple years and requires much more involvement. Additional explanation regarding debt issuances is detailed in the Debt Service section.



Other Funds



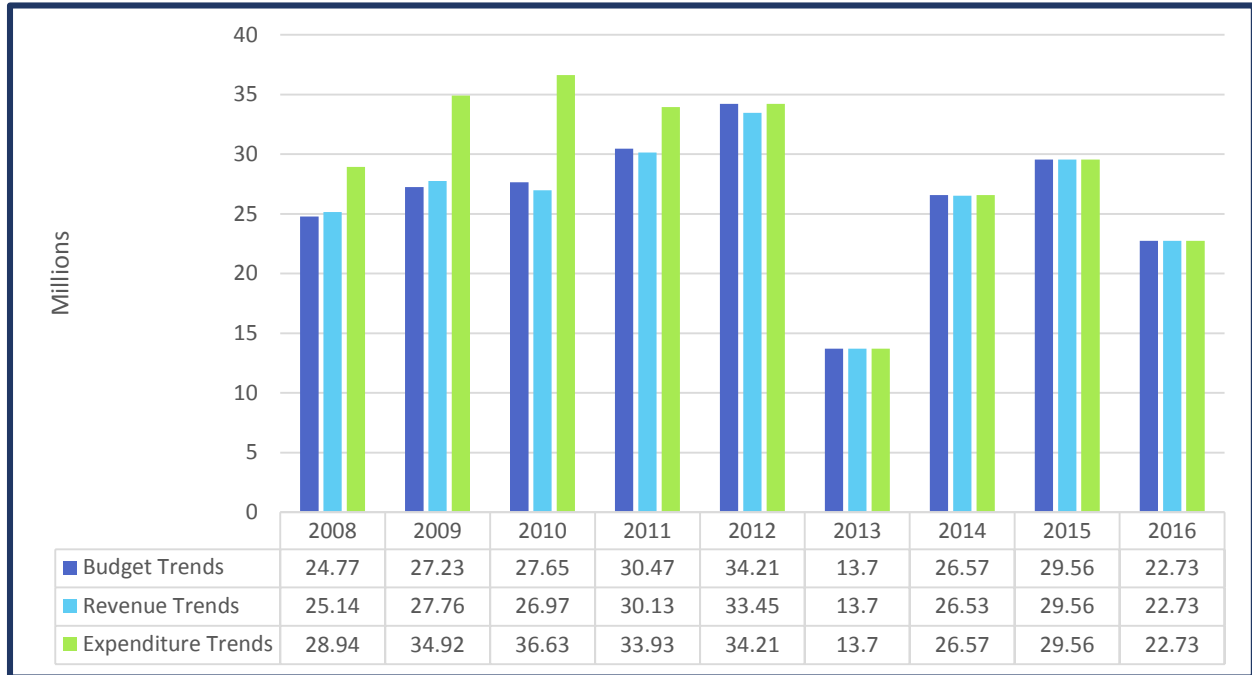
GRANTS FUND TYPE

OPERATING BUDGET COMPARISON WITH FISCAL YEAR 2015 ACTUALS

| PROGRAM | FY 2015 Actuals | Operating Budgets | | Amount | % |
|---|---------------------|----------------------|----------------------|-----------------------|------------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | | |
| Revenues (Sources): | | | | | |
| Intergovernmental | \$20,649,848 | \$19,016,339 | | (\$19,016,339) | (100.00%) |
| Charges for Services | | 7,651 | | (7,651) | (100.00%) |
| Interest | 49,670 | | | | |
| Miscellaneous Revenues | 937,912 | 584,510 | | (584,510) | (100.00%) |
| Other Financing Sources | 2,293,930 | 3,124,341 | | (3,124,341) | (100.00%) |
| Total Revenues and other Financing Sources | \$23,931,360 | \$22,732,841 | | (\$22,732,841) | (100.00%) |
| Beginning Fund Balances | 3,216,848 | 3,437,196 | \$3,327,022 | (110,174) | (3.21%) |
| Total Available Resources | \$27,148,208 | \$26,170,037 | \$3,327,022 | (\$22,843,015) | (87.29%) |
| Expenditures (Uses): | | | | | |
| General Government | 70,620 | 66,667 | | (66,667) | (100.00%) |
| Administration of Justice | 3,619,756 | 5,056,317 | | (5,056,317) | (100.00%) |
| Health and Welfare | 3,569,930 | 4,614,930 | | (4,614,930) | (100.00%) |
| Community Service | 1,986,998 | 1,423,113 | | (1,423,113) | (100.00%) |
| Public Safety | 13,036,977 | 11,071,815 | | (11,071,815) | (100.00%) |
| Public Works | 283,922 | 500,000 | | (500,000) | (100.00%) |
| Resource Development | 4,493 | | | | |
| Capital Outlays | 740,769 | | | | |
| Other Financing Uses | 291,465 | | | | |
| Total Expenditures and Other Financing Uses | \$23,604,930 | \$22,732,842 | | (\$22,732,842) | (100.00%) |
| Prior period Adjustment | 106,082 | | | | |
| Encumbrances | | 266,358 | | | |
| Ending Fund Balances | 3,437,196 | 3,170,837 | 3,327,022 | | |
| Total Expenditures, Appropriations and Fund Balances | \$27,148,208 | \$26,170,037 | \$3,327,022 | (\$22,843,015) | (87.29%) |

GRANTS FUND TYPE

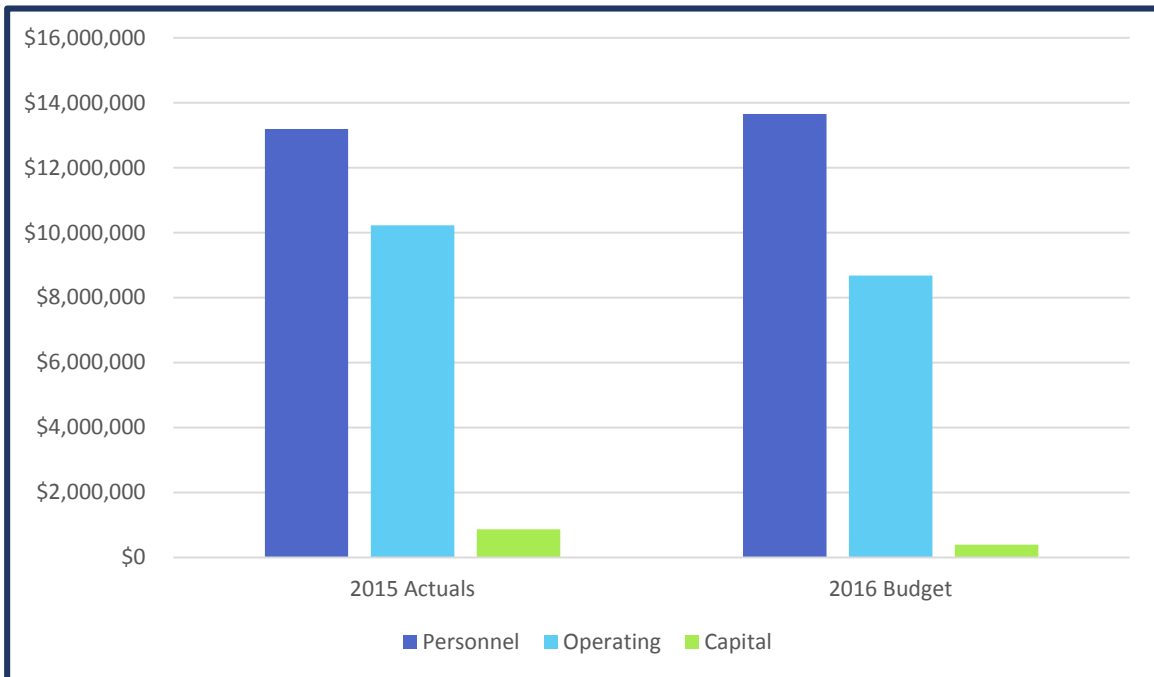
GRANTS FUND TYPE – BUDGET, REVENUE, AND EXPENDITURE TRENDS



SUMMARY FOR FISCAL YEAR 2017 BY CHARACTER

| CHARACTER | FY 2015 | Actuals | Operating Budgets | | Changes | |
|----------------------------------|---------------------|---------|----------------------|----------------------|-----------------------|------------------|
| | | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Personnel | \$13,192,862 | | \$13,654,623 | | \$ (13,654,623) | (100.00%) |
| Operating | 10,228,905 | | 8,681,674 | | (8,681,674) | (100.00%) |
| Capital | 867,774 | | 396,545 | | (396,545) | (100.00%) |
| Total Budgets and Actuals | \$24,289,541 | | \$22,732,842 | - | (\$22,732,842) | (100.00%) |

GRANTS FUND TYPE



DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Grant 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, the Texas Department of Housing and Community Affairs, the Office of National Drug Control Policy and the Area Agency on Aging/Rio Grande Council of Governments. Grant funding serves a variety of purposes including, but not limited to, serving nutritious meals to senior citizens, improving living conditions in rural areas, and battling drug trafficking and prosecuting offenders.

FISCAL YEAR 2017 BUDGET HIGHLIGHTS:

- No funding for the Grants Fund has been adopted for fiscal year 2017 as additional funds will be appropriated once grant awards are received during this fiscal year
- FY 2017 staffing trend below shows anticipated growth is expected grant positions as in the past.

GRANTS FUND TYPE

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|------------------|-------------------------|------------------------|------------------------|---------------------------|
| Personnel | \$ 13,192,862 | \$ 13,654,623 | | (100.00%) |
| Operating | 10,228,905 | 8,681,674 | | (100.00%) |
| Capital | 867,774 | 396,545 | | (100.00%) |
| Totals | <u>\$ 24,289,541</u> | <u>\$ 22,732,842</u> | <u>\$ -</u> | (100.00%) |

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|---------------------------|
| Full-Time Employees | 140 | 95 | 88 | (7.37%) |
| Part-Time Employees | 3 | 49 | 49 | - |
| Temporary Employees | | | | - |
| Totals | <u>143</u> | <u>144</u> | <u>137</u> | (4.86%) |

GRANTS FUND TYPE

| Authorized Position Detail | | | |
|-----------------------------------|----|---|----|
| Admin. Assist.(Isc) | 1 | Investigator | 3 |
| Admin. Assistant-Grant F. | 1 | Legal Secretary | 5 |
| Assistant Case Manager | 2 | Legal Secretary I | 1 |
| Assistant Director | 1 | Licensed Counselor | 2 |
| Bailiff | 1 | Lieutenant | 1 |
| Bilingual Victim Advocate | 2 | Network Administrator-Isc | 1 |
| Building Construction Coordinator | 1 | Office Specialist | 4 |
| Case Manager | 3 | Office Specialist, Interm | 1 |
| Chief Pros.- Task Force | 1 | Paralegal | 2 |
| Clerk (So) | 1 | Po Drug Court | 2 |
| Clinical Therapist | 2 | Po Isp Sex Offender | 1 |
| Compliance Officer | 2 | Prevention And Intervention Training Tech | 1 |
| Coordinator | 1 | Prob. Officer Aftercare | 1 |
| Counselor | 1 | Prob. Officer Isp | 3 |
| Court Advocate | 3 | Probation Officer | 13 |
| Court Coordinator | 1 | Probation Officer (Aftercare) | 1 |
| Court Reporter | 1 | Probation Officer (Dp) | 1 |
| Crime Victims Liason (So) | 1 | Probation Officer (Intake) | 1 |
| Deputy Sheriff | 8 | Reg. Border Prosecutor | 1 |
| Detective | 12 | Secretarial Supervisor | 1 |
| Detention Officer | 1 | Senior Trial Attorney | 6 |
| Director | 1 | Sergeant | 2 |
| Director Of Field Services | 1 | Social Worker, Masters | 3 |
| Director (Isc) | 1 | Sr. Probation Officer | 2 |
| Division Chief | 1 | Sr. Trial Attorney | 9 |
| Division/Unit Chief | 1 | Sr.Probation Officer (Intake) | 1 |
| Executive Director | 1 | Supvr.Intlgnceanlyt(Isc) | 1 |
| Field Compl. Officer | 4 | Trial Attorney | 1 |
| Fiscal Adminstr.(Isc) | 1 | Trial Team Chief | 1 |
| Human Svcs. Transp. Coord | 1 | Victim Advocate | 1 |
| Instructor (So) | 1 | Counselor | 1 |
| Intlgnce. Anlyt. (Isc) | 2 | Rural Transit Manager | 1 |

* See personnel changes for this Department in Appendix A.

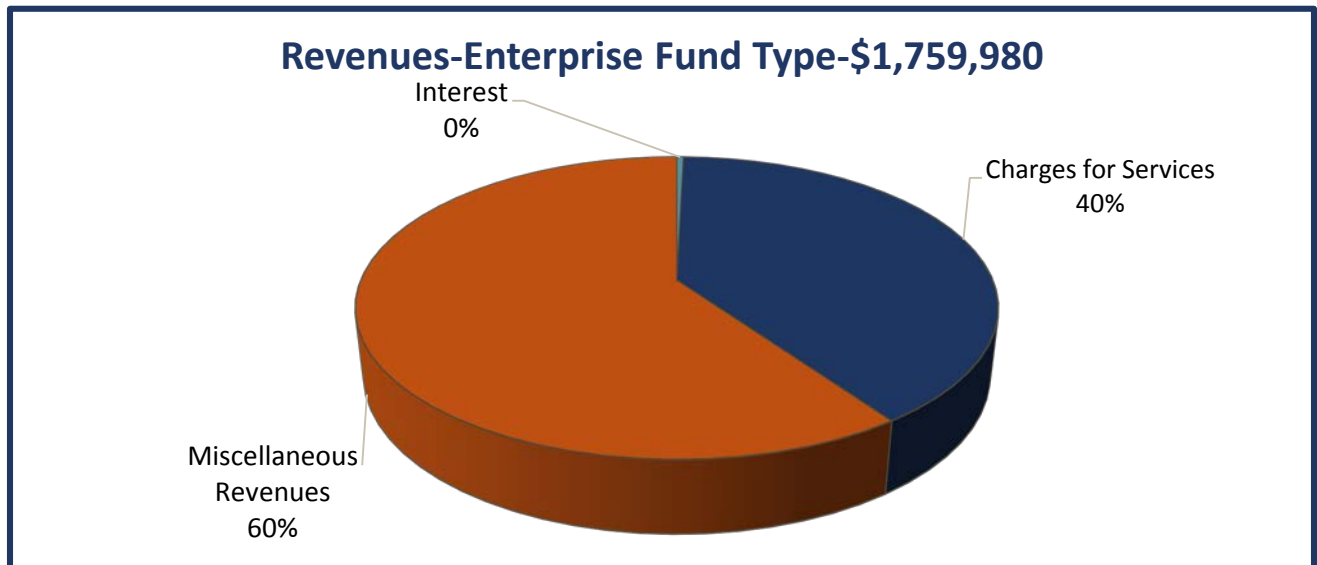
During fiscal year 2016, the County Judge was authorized to sign acceptance letters for new or renewed grants from outside agencies. As part of the grant awards, new positions were created, some were eliminated, and others were re-titled by the granting agency to better align the job duties with the specific function of each grant. Concurrently, several grants expired and funding was not renewed, resulting in either the elimination of positions or in the absorption of those positions by the County's General Fund.

ENTERPRISE FUND TYPE

BUDGET REVENUE COMPARISON WITH FISCAL YEAR 2015 ACTUALS

INTEREST REVENUE, CHARGES FOR SERVICES AND OTHER FINANCING SOURCES

| PROGRAM | FY 2015 Actuals | Operating Budgets | | Amount | % |
|---|---------------------|----------------------|----------------------|----------------------|-----------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | | |
| Revenues (Sources): | | | | | |
| Intergovernmental Interest | | \$750,000 | | (\$750,000) | (100.00%) |
| Interest | \$1,792 | 1,497 | \$6,928 | 5,431 | 362.79% |
| Charges for Services | 1,711,990 | 691,283 | 700,938 | | 1.40% |
| Miscellaneous Revenues | 520 | 1,049,908 | 1,052,114 | 2,206 | 0.21% |
| Other Financing Sources | | | | | |
| Total Revenues and other Financing Sources | \$1,714,302 | \$2,492,688 | \$1,759,980 | (\$732,708) | (29.39%) |
| Beginning Fund Balances and Retained Earnings | 10,809,291 | 10,584,271 | 10,240,337 | (343,934) | (3.25%) |
| Total Available Resources | \$12,523,593 | \$13,076,959 | \$12,000,317 | (\$1,076,642) | (8.23%) |

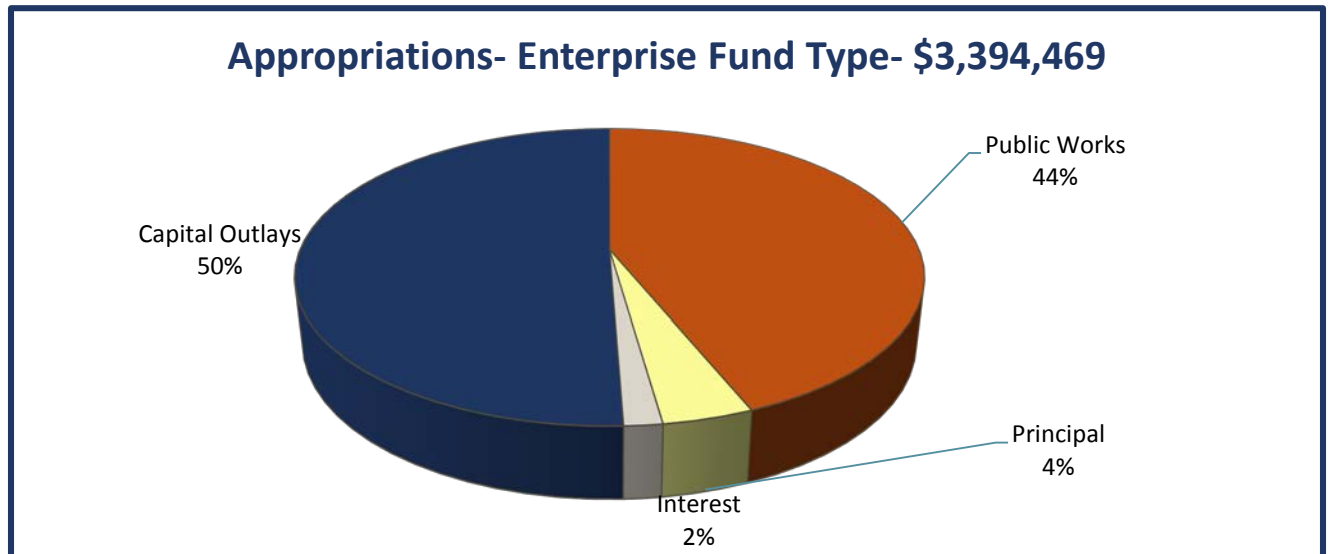


ENTERPRISE FUND TYPE

OPERATING BUDGET COMPARISON WITH FISCAL YEAR 2015 ACTUALS

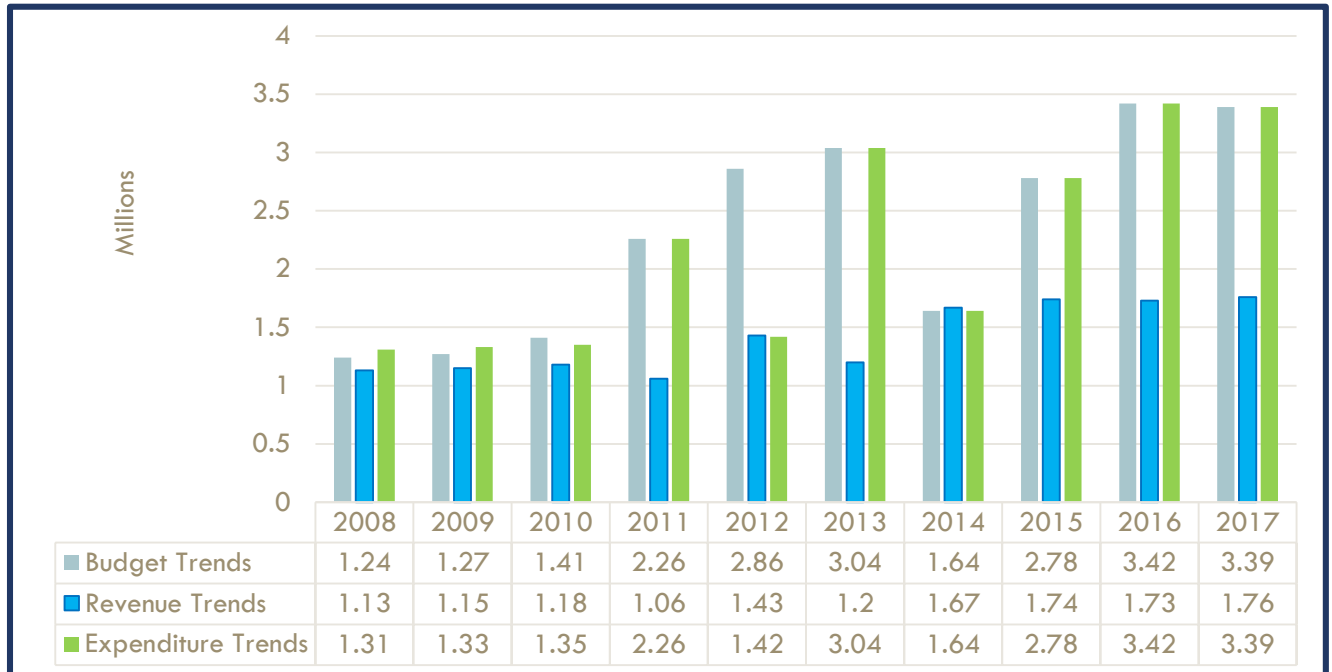
| PROGRAM | FY 2015 Actuals | Operating Budgets | | Amount | % |
|---|---------------------|----------------------|----------------------|----------------------|-----------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | | |
| Expenditures (Uses): | | | | | |
| Public Works | \$1,879,898 | \$2,313,061 | \$1,486,419 | (\$826,642) | (35.74%) |
| Principal | | 66,000 | 134,120 | 68,120 | 103.21% |
| Interest | 59,424 | 114,038 | 56,662 | (57,376) | (50.31%) |
| Capital | | 1,690,954 | 1,717,268 | 26,314 | 1.56% |
| Transfers Out | | | | | |
| Total Expenditures and Other Financing Uses | \$1,939,322 | \$4,184,053 | \$3,394,469 | (\$789,584) | (18.87%) |
| Net Income | (225,020) | 8,892,906 | 8,605,848 | (287,058) | (3.23%) |
| Total Net Income and Retained Earnings | 10,584,271 | 8,892,906 | 8,605,848 | (287,058) | (3.23%) |
| Total Expenditures, Appropriations and Fund Balances | \$12,523,593 | \$13,076,959 | \$12,000,317 | (\$1,076,642) | (8.23%) |

OPERATING BUDGET FISCAL YEAR 2017



ENTERPRISE FUND TYPE

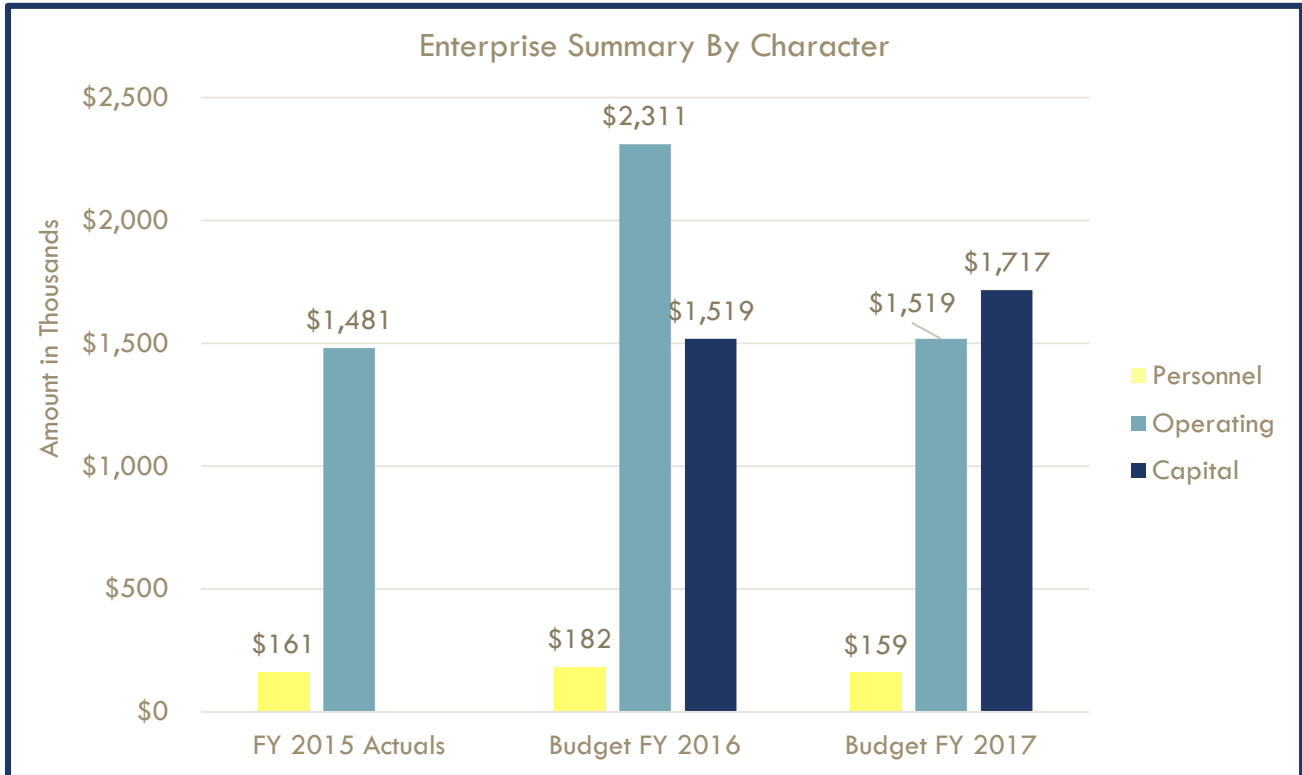
ENTERPRISE FUND TYPE – BUDGET, REVENUE, AND EXPENDITURE TRENDS



SUMMARY FOR FISCAL YEAR 2017 BY CHARACTER

| CHARACTER | FY 2015 Actuals | Operating Budgets | | Changes | |
|--------------------------------------|--------------------|-------------------------|-------------------------|--------------------|-----------------|
| | | Total Budget FY 2016 | Total Budget FY 2017 | Amount | % |
| Personnel | \$161,027 | \$182,440 | \$158,568 | (\$23,872) | (13.08%) |
| Operating | 1,480,860 | 2,310,659 | 1,518,633 | (792,026) | (34.28%) |
| Capital | | 1,690,954 | 1,717,268 | 26,314 | 1.56% |
| Total Budgets and Actuals | \$1,641,887 | \$4,184,053 | \$3,394,469 | (\$789,584) | (18.87%) |

ENTERPRISE FUND TYPE



DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Enterprise Fund was established when the East Montana Water Project began in fiscal year 1997. Its primary responsibility is to provide the area around East Montana with suitable drinking water. It currently consists of bond issues and grants. The 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. This system has merged seven systems, upgraded them, and included 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. More recently, this fund also encompasses the County Solid Waste Disposal function for garbage pickup in the rural areas of the County also supported by user fees and Mayfair and Nuway water projects.

ENTERPRISE FUND TYPE

Financial Trends

| Character | 2015 Actuals | 2016 Budget | 2017 Budget | Percent Change |
|-----------|--------------------|--------------------|--------------------|-------------------|
| Personnel | \$161,027 | \$182,440 | \$158,568 | (13.08%) |
| Operating | 1,480,860 | 2,310,659 | 1,518,633 | (34.28%) |
| Capital | | 1,690,954 | 1,717,268 | 1.56% |
| Totals | <u>\$1,661,786</u> | <u>\$2,775,578</u> | <u>\$3,417,748</u> | 23.14% |

FISCAL YEAR 2017 BUDGET HIGHLIGHTS

Funding for the Enterprise Fund is set at projected amounts for personnel and operating expenditures for fiscal year 2017 and is based on revenue projections of fees to be paid.

Staffing Trends

| Authorized Positions | 2015 Amend | 2016 Amend | 2017 Adopt | Percent Change |
|----------------------|---------------|---------------|---------------|-------------------|
| Full-Time Employees | 2 | 2 | 2 | - |
| Part-Time Employees | 1 | 1 | 1 | - |
| Temporary Employees | | | | - |
| Totals | <u>3</u> | <u>3</u> | <u>3</u> | - |

Authorized Position Detail

| | | | |
|-----------------------|---|--------------------------|---|
| Water System Operator | 2 | Associate Water Operator | 1 |
|-----------------------|---|--------------------------|---|

*There were no additions, deletions, or changes in title in this department during fiscal year 2016 or as a result of fiscal year 2017 budget hearings.



Appendices



AUTHORIZED LISTING

FULL-TIME EQUIVALENT POSITIONS

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

*Part time positions are reflected as 0.5 of an FTE

| Department | Fiscal Year FTEs | | |
|-----------------------------------|------------------|---------------|-----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| ENTERPRISE FUND | | | |
| Public Works: | | | |
| East Montana Water Project | 2.5 | 2.5 | 2.5 |
| Total Public Works: | 2.5 | 2.5 | 2.5 |
| TOTAL ENTERPRISE FUND: | 2.5 | 2.5 | 2.5 |
| GENERAL FUND | | | |
| Administration of Justice: | | | |
| 8 th Court of Appeals | 3.0 | 3.0 | 3.0 |
| 34 th District Court | 3.0 | 3.0 | 3.0 |
| 41 st District Court | 3.0 | 3.0 | 3.0 |
| 65 th District Court | 5.0 | 5.0 | 5.0 |
| 120 th District Court | 4.0 | 4.0 | 4.0 |
| 168 th District Court | 3.0 | 3.0 | 3.0 |
| 171 st District Court | 3.0 | 3.0 | 3.0 |
| 205 th District Court | 3.0 | 3.0 | 3.0 |
| 210 th District Court | 3.0 | 3.0 | 3.0 |
| 243 rd District Court | 3.0 | 3.0 | 3.0 |
| 327 th District Court | 3.0 | 3.0 | 3.0 |
| 346 th District Court | 4.0 | 4.0 | 4.0 |
| 383 rd District Court | 5.0 | 5.0 | 5.0 |
| 384 th District Court | 7.0 | 7.0 | 7.0 |
| 388 th District Court | 5.0 | 5.0 | 5.0 |
| 409 th District Court | 3.0 | 3.0 | 3.0 |
| 448 th District Court | 3.0 | 3.0 | 3.0 |
| Associate CPS Court | 0.0 | 0.0 | 0.0 |
| Associate Family Court 1 | 4.0 | 4.0 | 4.0 |
| Associate Family Court 2 | 5.0 | 5.0 | 5.0 |
| Associate Family Court 4 | 4.0 | 4.0 | 4.0 |
| Council of Judges Administration | 24.0 | 24.0 | 24.0 |

AUTHORIZED FULL-TIME EQUIVALENT POSITION LISTING

| Department | Fiscal Year FTEs | | |
|---|------------------|---------------|-----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| GENERAL FUND (CONTINUED) | | | |
| Administration of Justice (continued): | | | |
| County Attorney | 72.0 | 72.0 | 75.0 |
| County Attorney-Emergence Health Network | 2.0 | 2.0 | 2.0 |
| County Attorney RETGH-Legal | 8.0 | 8.0 | 9.0 |
| County Court at Law Administration | 12.5 | 12.5 | 12.5 |
| County Court at Law Number 1 | 3.0 | 3.0 | 3.0 |
| County Court at Law Number 2 | 3.0 | 3.0 | 3.0 |
| County Court at Law Number 3 | 3.0 | 3.0 | 3.0 |
| County Court at Law Number 4 | 3.0 | 3.0 | 3.0 |
| County Court at Law Number 5 | 3.0 | 3.0 | 3.0 |
| County Court at Law Number 6 | 3.0 | 3.0 | 3.0 |
| County Court at Law Number 7 | 3.0 | 3.0 | 3.0 |
| County Court at Law Judges | 8.0 | 8.0 | 8.0 |
| County Criminal Court at Law No. 1 | 3.0 | 3.0 | 3.0 |
| County Criminal Court at Law No. 2 | 5.0 | 5.0 | 5.0 |
| County Criminal Court at Law No. 3 | 3.0 | 3.0 | 3.0 |
| County Criminal Court at Law No. 4 | 3.0 | 3.0 | 3.0 |
| County Criminal Magistrate Judges | 4.0 | 4.0 | 4.0 |
| Criminal District Court No. 1 | 3.0 | 3.0 | 3.0 |
| Criminal Law Magistrate I | 3.0 | 7.0 | 8.0 |
| District Attorney | 162.0 | 164.0 | 166.0 |
| District Judges Salary Supplement | 17.0 | 17.0 | 17.0 |
| Indigent Defense Enhancement | 0.0 | 0.0 | 0.0 |
| Justice of the Peace Number 1 | 4.0 | 4.0 | 4.0 |
| Justice of the Peace Number 2 | 8.0 | 8.0 | 8.0 |
| Justice of the Peace Number 3 | 8.5 | 8.5 | 8.5 |
| Justice of the Peace Number 4 | 7.5 | 7.5 | 7.5 |
| Justice of the Peace Number 5 | 7.0 | 7.0 | 7.0 |
| Justice of the Peace Number 6 | 10.0 | 10.0 | 10.0 |
| Justice of the Peace Number 6, Place 2 | 7.0 | 8.5 | 8.5 |
| Justice of the Peace Number 7 | 8.5 | 9.0 | 9.0 |
| Juvenile Court Referee | 6.0 | 6.0 | 6.0 |
| Juvenile Court Referee No. 2 | 5.0 | 5.0 | 5.0 |

AUTHORIZED FULL-TIME EQUIVALENT POSITION LISTING

| Department | Fiscal Year FTEs | | |
|---|------------------|--------------|--------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| GENERAL FUND (CONTINUED) | | | |
| Administration of Justice (continued): | | | |
| Office of Criminal Justice Coordination | 31.0 | 41.0 | 42.0 |
| Probate Court | 8.0 | 8.0 | 8.0 |
| Probate Court 2 | 8.0 | 8.0 | 8.0 |
| Protective Order Court | 1.0 | 1.0 | 1.0 |
| Public Defender | 60.0 | 60.0 | 60.0 |
| TOTAL ADMINISTRATION OF JUSTICE: | 606.0 | 624.0 | 632.0 |
| Culture And Recreation: | | | |
| Ascarate Golf Course | 16.0 | 10.0 | 14.0 |
| Ascarate Operations | 0.0 | 0.0 | 4.0 |
| Ascarate Regional County Park | 17.0 | 15.0 | 14.0 |
| Golfcourse Operations | 0.0 | 0.0 | 5.0 |
| Parks & Special Events Department | 1.0 | 15.0 | 5.0 |
| Rural Parks | 6.0 | 6.0 | 8.0 |
| Sportspark | 7.0 | 12.0 | 12.0 |
| Sportspark Operations | 0.0 | 0.0 | 5.0 |
| Swimming Pools | 2.0 | 1.0 | 1.0 |
| Swimming Operations | 0.0 | 0.0 | 1.0 |
| TOTAL CULTURE AND RECREATION: | 49.0 | 59.0 | 68.0 |
| General Government: | | | |
| ADA Coordinator | 1.0 | 0.0 | 0.0 |
| Budget & Fiscal Policy | 6.0 | 10.0 | 11.0 |
| Building Maintenance | 39.0 | 40.5 | 41.5 |
| Commissioner Precinct No. 1 | 3.0 | 3.0 | 3.0 |
| Commissioner Precinct No. 2 | 3.0 | 3.0 | 3.0 |
| Commissioner Precinct No. 3 | 3.0 | 3.0 | 3.0 |
| Commissioner Precinct No. 4 | 3.0 | 3.0 | 3.0 |
| Community Services | 4.0 | 4.0 | 6.0 |
| County Administration | 9.0 | 6.0 | 6.0 |
| County Auditor | 54.0 | 56.0 | 56.0 |
| County Clerk | 61.0 | 62.0 | 62.0 |
| County Clerk Criminal Fee Collect | 0.0 | 0.0 | 0.0 |
| County Judge | 4.0 | 4.0 | 4.0 |

AUTHORIZED FULL-TIME EQUIVALENT POSITION LISTING

| Department | Fiscal Year FTEs | | |
|---|------------------|---------------|-----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| GENERAL FUND (CONTINUED) | | | |
| General Government (Continued): | | | |
| District Clerk | 88.5 | 93.5 | 101.5 |
| Domestic Relations Office | 28.0 | 29.0 | 29.0 |
| Elections | 15.0 | 15.0 | 15.0 |
| Financial Recovery Division* | 24.0 | 24.0 | 24.0 |
| Fleet Management & Support | 1.0 | 2.0 | 3.0 |
| General and Administrative R&B | 13.0 | 14.0 | 17.0 |
| Human Resources | 23.0 | 27.0 | 27.0 |
| HR Risk Pool | 0.0 | 1.0 | 1.0 |
| HR West Texas Community Super. & Correct. | 3.0 | 3.0 | 3.0 |
| Human Resources-Emergence | 4.0 | 0.0 | 0.0 |
| Information Technology Department | 63.0 | 64.5 | 63.5 |
| Parking Garage Maint & Operations | 2.5 | 2.5 | 2.5 |
| Project Future | 13.0 | 13.0 | 13.0 |
| Purchasing | 24.0 | 24.0 | 24.0 |
| Tax Office | 70.0 | 70.5 | 73.0 |
| TOTAL GENERAL GOVERNMENT: | 562.0 | 577.5 | 595.0 |
| Health And Welfare: | | | |
| Animal Control | 6.0 | 6.0 | 6.0 |
| Mental Health Support Services | 20.0 | 15.0 | 11.0 |
| General Assistance | 11.0 | 10.0 | 9.0 |
| Medical Examiner | 22.0 | 22.0 | 22.0 |
| Nutrition Admin | 10.5 | 11.0 | 10.0 |
| On-Site Sewage Inspections | 4.0 | 5.0 | 5.0 |
| Veterans Assistance | 0.0 | 1.0 | 2.0 |
| TOTAL HEALTH AND WELFARE: | 73.5 | 70.0 | 65.0 |
| Public Safety: | | | |
| Constable Precinct No. 1 | 4.0 | 5.0 | 5.0 |
| Constable Precinct No. 2 | 3.0 | 3.0 | 3.0 |
| Constable Precinct No. 3 | 4.5 | 5.0 | 5.0 |
| Constable Precinct No. 4 | 4.0 | 4.0 | 4.0 |

*Was previously reported under County Clerk Criminal Fee Collections

AUTHORIZED FULL-TIME EQUIVALENT POSITION LISTING

| Department | Fiscal Year FTEs | | |
|--|------------------|----------------|----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| GENERAL FUND (CONTINUED) | | | |
| Public Safety (Continued): | | | |
| Constable Precinct No. 5 | 3.0 | 3.0 | 3.5 |
| Constable Precinct No. 6 | 6.0 | 7.0 | 7.0 |
| Constable Precinct No. 7 | 4.5 | 4.5 | 4.0 |
| Courthouse Security | 34.0 | 16.0 | 16.0 |
| JDP Community Based GF | 7.0 | 5.0 | 5.0 |
| Juvenile Kitchen | 8.0 | 8.0 | 8.0 |
| Juvenile Probation Challenge GF | 48.5 | 47.5 | 47.5 |
| Juvenile Detention GF | 50.0 | 52.0 | 52.0 |
| Juvenile Probation GF | 70.0 | 82.0 | 85.0 |
| Pub Works SO Detention Maintenance | 0.0 | 14.0 | 14.0 |
| Pub Works SO HQ Substation Maintenance | 0.0 | 3.0 | 3.0 |
| Pub Works SO Jail Annex Maintenance | 0.0 | 13.0 | 13.0 |
| Sheriff Academy Training GF | 5.0 | 6.0 | 6.0 |
| Sheriff-BCI | 7.0 | 7.0 | 0.0 |
| Sheriff-CID Enforcement | 74.0 | 74.0 | 83.0 |
| Sheriff-Detention Facility | 377.0 | 362.0 | 361.0 |
| Sheriff-Jail Annex | 342.0 | 315.0 | 314.0 |
| Sheriff-Law Enforcement | 68.0 | 67.0 | 67.0 |
| Sheriff-Patrol | 146.0 | 147.0 | 147.0 |
| Sheriff Trainee Backfill | 0.0 | 0.0 | 0.0 |
| Sheriff Warrants | 0.0 | 18.0 | 18.0 |
| TOTAL PUBLIC SAFETY: | 1,265.5 | 1,268.0 | 1,271.0 |
| Public Works | | | |
| County Graffiti Wipe Out GF | 0.0 | 1.0 | 1.5 |
| TOTAL PUBLIC WORKS: | 0.0 | 1.0 | 1.5 |
| Resource Development: | | | |
| Economic Development Department | 0.0 | 2.0 | 4.0 |
| Infrastructure Development | 1.0 | 1.0 | 1.0 |
| Texas Agri-Life Extension | 8.0 | 8.0 | 8.0 |
| TOTAL RESOURCE DEVELOPMENT: | 9.0 | 11.0 | 13.0 |
| TOTAL GENERAL FUND: | 2,565.0 | 2,610.5 | 2,645.5 |

AUTHORIZED FULL-TIME EQUIVALENT POSITION LISTING

| Department | Fiscal Year FTEs | | |
|--|------------------|-------------|--------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| SPECIAL REVENUE FUND | | | |
| Administration of Justice: | | | |
| 384 th Adult Drug Specialty Court | 0.5 | 0.5 | 0.5 |
| 384 th SAFP Specialty Court | 0.5 | 0.5 | 0.5 |
| County Attorney Commissions | 2.0 | 2.0 | 2.0 |
| Court Initiated Guardianship 1 | 0.0 | 0.0 | 0.0 |
| Court Initiated Guardianship 2 | 1.0 | 1.0 | 1.0 |
| DA Special Account | 16.0 | 16.0 | 16.0 |
| Probate Court 1 Judiciary Support | 3.0 | 3.0 | 3.0 |
| Probate Court 2 Judiciary Support | 3.0 | 3.0 | 3.0 |
| TOTAL ADMINISTRATION OF JUSTICE: | 26.0 | 26.0 | 26.0 |
| Culture and Recreation: | | | |
| County Law Library | 3.0 | 3.0 | 3.0 |
| County Tourist Promotion | 0.5 | 0.0 | 0.0 |
| TOTAL CULTURE AND RECREATION: | 3.5 | 3.0 | 3.0 |
| General Government: | | | |
| County Clerk Records Mgmt. & Pres. | 16.5 | 16.5 | 16.5 |
| County Records Mgmt. & Pres. | 4.0 | 4.0 | 4.0 |
| District Clerk Records Mgmt. & Pres. | 2.0 | 2.0 | 2.0 |
| Elections Contract Services | 0.0 | 1.0 | 1.0 |
| General and Administrative R & B | 0.0 | 0.0 | 0.0 |
| Tax Office Discretionary Fund | 2.0 | 2.0 | 2.0 |
| TOTAL GENERAL GOVERNMENT: | 24.5 | 25.5 | 25.5 |
| Health and Welfare: | | | |
| Family Protection Fund | 1.0 | 1.0 | 1.0 |
| TOTAL HEALTH AND WELFARE: | 1.0 | 1.0 | 1.0 |
| Public Safety: | | | |
| Commissary Inmate Profit | 2.0 | 2.0 | 2.0 |
| TOTAL PUBLIC SAFETY | 2.0 | 2.0 | 2.0 |

AUTHORIZED FULL-TIME EQUIVALENT POSITION LISTING

| Department | Fiscal Year FTEs | | |
|------------------------------------|------------------|----------------|----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| Public Works: | | | |
| Roads and Bridges | 76.0 | 62.0 | 62.0 |
| Roads and Bridges Fleet | 0.0 | 10.0 | 10.0 |
| TOTAL PUBLIC WORKS: | 76.0 | 72.0 | 72.0 |
| TOTAL SPECIAL REVENUE FUND: | 133.0 | 129.5 | 129.5 |
| GRANT FUND | | | |
| Various Grants | 138.0 | 119.5 | 112.5 |
| TOTAL GRANT FUND: | 138.0 | 119.5 | 112.5 |
| GRAND TOTAL ALL FUNDS: | 2,838.5 | 2,862.0 | 2,890.0 |

TOTALS BY FUND TYPE BY CLASSIFICATION

| Department | Fiscal Year FTEs | | |
|------------------------------------|------------------|----------------|----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| ENTERPRISE FUND | | | |
| Full-Time Regular | 2.0 | 2.0 | 2.0 |
| Part-Time Regular | 0.5 | 0.5 | 0.5 |
| Supplemental/Temporary Pay | 0.0 | 0.0 | 0.0 |
| TOTAL ENTERPRISE FUND: | 2.5 | 2.5 | 2.5 |
| GENERAL FUND | | | |
| Full-Time Regular | 2,502.0 | 2,545.0 | 2,580.0 |
| Part-Time Regular | 24.0 | 25.5 | 30.5 |
| Supplemental/Temporary Pay | 39.0 | 40.0 | 35.0 |
| TOTAL GENERAL FUND: | 2,565.0 | 2,610.5 | 2,645.5 |
| SPECIAL REVENUE FUND | | | |
| Full-Time Regular | 103.0 | 99.0 | 99.0 |
| Part-Time Regular | 5.0 | 4.5 | 4.5 |
| Supplemental/Temporary Pay | 25.0 | 26.0 | 26.0 |
| TOTAL SPECIAL REVENUE FUND: | 133.0 | 129.5 | 129.5 |

AUTHORIZED FULL-TIME EQUIVALENT POSITION LISTING

GRANT FUND

| | | | |
|----------------------------|--------------|--------------|--------------|
| Full-Time Regular | 140.0 | 95.0 | 88.0 |
| Part-Time Regular | 3.0 | 24.5 | 24.5 |
| Supplemental/Temporary Pay | 0.0 | 0.0 | 0.0 |
| TOTAL GRANT FUND: | 143.0 | 119.5 | 112.5 |

| | | | |
|--|----------------|----------------|----------------|
| TOTAL FULL TIME EQUIVALENCIES (FTES): | 2,843.5 | 2,862.0 | 2,890.0 |
|--|----------------|----------------|----------------|

TOTALS BY PROGRAM TYPE

| Program Type | Fiscal Year FTEs | | |
|---------------------------|------------------|----------------|----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| Administration of Justice | 632.0 | 650.0 | 658.0 |
| Culture and Recreation | 52.5 | 62.0 | 71.0 |
| General Government | 586.5 | 603.0 | 620.5 |
| Health and Welfare | 74.5 | 71.0 | 66.0 |
| Public Safety | 1,267.5 | 1,270.0 | 1,273.0 |
| Public Works | 78.5 | 75.5 | 76.0 |
| Resource Development | 9.0 | 11.0 | 13.0 |
| Grants | 143.0 | 119.5 | 112.5 |
| TOTAL | 2,843.5 | 2,862.0 | 2,890.0 |

TOTALS BY PROGRAM TYPE BY CLASSIFICATION

| Program Type | Fiscal Year FTEs | | |
|----------------------------------|------------------|----------------|----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| FULL TIME BY PROGRAM TYPE | | | |
| Administration of Justice | 583.0 | 600.0 | 608.0 |
| Culture and Recreation | 45.0 | 53.0 | 63.0 |
| General Government | 552.0 | 567.0 | 584.0 |
| Health and Welfare | 74.0 | 71.0 | 66.0 |
| Public Safety | 1,266.0 | 1,269.0 | 1,272.0 |
| Public Works | 78.0 | 75.0 | 75.0 |
| Resource Development | 9.0 | 11.0 | 13.0 |
| Grants | 140.0 | 95.0 | 88.0 |
| TOTAL | 2,747.0 | 2,741.0 | 2,769.0 |

AUTHORIZED FULL-TIME EQUIVALENT POSITION LISTING

| Program Type | Fiscal Year FTEs | | |
|--|------------------|----------------|----------------|
| | 2015 Amend | 2016 Amend | 2017 Adopted |
| PART TIME BY PROGRAM TYPE | | | |
| Administration of Justice | 4.0 | 4.0 | 4.0 |
| Culture and Recreation | 1.5 | 3.0 | 7.0 |
| General Government | 21.5 | 22.0 | 22.5 |
| Health and Welfare | 0.5 | 0.0 | 0.0 |
| Public Safety | 1.5 | 1.0 | 1.0 |
| Public Works | 0.5 | 0.5 | 1.0 |
| Resource Development | 0.0 | 0.0 | 0.0 |
| Grants | 3.0 | 24.5 | 24.5 |
| TOTAL | 32.5 | 55.0 | 60.0 |
| SUPPLEMENTAL/ TEMPORARY PAY BY PROGRAM TYPE | | | |
| Administration of Justice | 45.0 | 46.0 | 46.0 |
| Culture and Recreation | 6.0 | 6.0 | 1.0 |
| General Government | 13.0 | 14.0 | 14.0 |
| Health and Welfare | 0.0 | 0.0 | 0.0 |
| Public Safety | 0.0 | 0.0 | 0.0 |
| Public Works | 0.0 | 0.0 | 0.0 |
| Resource Development | 0.0 | 0.0 | 0.0 |
| Grants | 0.0 | 0.0 | 0.0 |
| TOTAL | 64.0 | 66.0 | 61.0 |
| TOTAL ALL PROGRAMS | 2,838.5 | 2,862.0 | 2,890.0 |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

During fiscal year 2015 the Staffing Review Committee was eliminated effective April 2015 due to new procedures implemented by the Chief Administrator. The personnel policy is to avoid the creation of new positions whenever possible. On various occasions, however, the Chief Administrator approves proposed restructuring or reorganization of departments as allowed by said policies. Additionally, during fiscal year 2012 Commissioners Court adopted a 7 year reclassification plan where all County Departments will be analyzed and reclassified as needed. The results of the analysis are presented to the Chief Administrator for approval. In preparation for department budget hearings and throughout the year, the HR department reviews requests for staffing changes in order to provide an adequate recommendation to Commissioners Court and/or the Chief Administration.

*Part time positions are reflected as 0.5 of an FTE

*CA is Chief Administrator, CCO is County Commissioners Court

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|-----------------------------------|--|-------------------------|----------------------|
| ENTERPRISE FUND | | | |
| Public Works: | | | |
| Enterprise E Montana Water | Water System Operator | (1.0) | 11/8/15, 16-0011 CA |
| Project | Water System Operator | 1.0 | 11/8/15, 16-0011 CA |
| | Water System Operator | (1.0) | 11/8/15, 16-0011 CA |
| | Water System Operator | 1.0 | 11/8/15, 16-0011 CA |
| | Total | 0.0 | |
| | The Water System Operator positions were evaluated as part of the County-wide 7 year reclassification plan which resulted in a pay change. The Chief Administrator approved the change in November 2015. | | |
| | | 0.0 | |
| | | 0.0 | |
| TOTAL ENTERPRISE FUNDS: | | | |
| GENERAL FUND | | | |
| Administration of Justice: | | | |
| 327th District Court | Compliance Officer | (1.0) | 10/11/15, 15-0037 CA |
| | Compliance Officer | 1.0 | 10/11/15, 15-0037 CA |
| | Total | 0.0 | |
| | In October 2015, The Chief Administrator approved to re-grade the Compliance Officer to better align the employee with actual duties performed as part of the County-wide 7 year reclassification plan. | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Administration of Justice Continued: | | | |
| 384th Adult Drug Specialty Court | Intern | (0.5) | 9/12/16, CCO #B |
| | Office Assistant | 0.5 | 9/12/16, CCO #B |
| | Total | 0.0 | |
| | <p>After further review by the Human Resources department, on September 2016, County Commissioners approved to convert the temporary intern position to a part time regular Office Assistant position to assist in keeping the program up to date. The Intern position was paid half from the 384th Adult Drug Specialty Drug Court and half from the 384th SAFP Specialty Court - the Office Assistant will continue to be split between the two accounts.</p> | | |
| 384th SAFP Specialty Court | Intern | (0.5) | 9/12/16, CCO #B |
| | Office Assistant | 0.5 | 9/12/16, CCO #B |
| | Total | 0.0 | |
| | <p>After further review by the Human Resources department, on September 2016, County Commissioners approved to convert the temporary intern position to a part time regular Office Assistant position to assist in keeping the program up to date. The Intern position was paid half from the 384th Adult Drug Specialty Drug Court and half from the 384th SAFP Specialty Court - the Office Assistant will continue to be split between the two accounts.</p> | | |
| 384th District Court | Compliance Officer | (3.0) | 10/11/15, 15-0037 CA |
| | Compliance Officer | 3.0 | 10/11/15, 15-0037 CA |
| | Total | 0.0 | |
| | <p>In October 2015, The Chief Administrator approved to re-grade the Compliance Officer to better align the employee with actual duties performed as part of the County-wide 7 year reclassification plan.</p> | | |
| 409th District Court | Compliance Officer | (1.0) | 10/11/15, 15-0037 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Administration of Justice Continued: | | | |
| 409th District Court Continued | Compliance Officer | 1.0 | 10/11/15, 15-0037 CA |
| | Total | 0.0 | |
| | In October 2015, The Chief Administrator approved to re-grade the Compliance Officer to better align the employee with actual duties performed as part of the County-wide 7 year reclassification plan. | | |
| Council of Judges Administration | Interpreter | (5.0) | 9/29/15, 15-0037 CA |
| | Licensed Court Interpreter | 5.0 | 9/29/15, 15-0037 CA |
| | Total | 0.0 | |
| | In October 2015, The Chief Administrator approved to re-title the Interpreter positions to Licensed Court Interpreters to reflect the title as stated by statute S.B. 966 section 157.001. | | |
| County Attorney | Sr. Trial Attorney | (1.0) | 9/1/16, 16-0053 CA |
| | Division/Unit Chief | 1.0 | 9/1/16, 16-0053 CA |
| | Sr. Trial Attorney | 1.0 | Budget Hearings 17 |
| | Investigator | 1.0 | Budget Hearings 17 |
| | Legal Secretary, Intermediate | 1.0 | Budget Hearings 17 |
| | Total | 3.0 | |
| | In September 2015, the Chief Administrator approved the regrade of a Sr. Trial Attorney to a Division/Unit Chief to assist in a division dedicated to the legal work of the Commissioners Court and County Administration. During budget hearings for fiscal year 2017, County Commissioners approved to create an Abatement division under County Attorney which includes the creation of a Sr. Trial Attorney, Investigator, and a Legal Secretary, Intermediate positions. | | |
| County Attorney – RETGH Legal | Sr. Trial Attorney | (1.0) | 4/24/16, 16-0037 CA |
| | Division Chief | 1.0 | 4/24/16, 16-0037 CA |
| | Paralegal | 1.0 | Budget Hearings 17 |
| | Total | 1.0 | |
| | In April 2016, the Chief Administrator approved to re-grade the Sr. Trial Attorney to a Division Chief to help develop and implement long | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Administration of Justice Continued: | | | |
| County Attorney – RETGH Legal Continued | range plans and goals for the division. During budget hearings for fiscal year 2017, County Commissioners approved to create a Division Chief and a Paralegal position to assist with the division's long range plans and goals. This program is fully reimbursed based on an interlocal agreement with UMC. | | |
| Criminal Law Magistrate I | Office Specialist | 1.0 | Budget Hearings 17 |
| | Total | 1.0 | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to create an Office Specialist position to assist the Jail Magistrate Court with data entry, responding to statutorily mandated court orders and performing additional clerical functions. | | |
| District Attorney | Investigator | 1.0 | Budget Hearings 17 |
| | Paralegal | 1.0 | Budget Hearings 17 |
| | Total | 2.0 | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to create an Investigator and a Paralegal position to assist in the ongoing operations of the department. | | |
| Justice of the Peace No. 7 | Juvenile Case Manager | (1.0) | 10/7/15, 16-0005 CA |
| | Office Specialist | 1.0 | 10/7/15, 16-0005 CA |
| | Total | 0.0 | |
| | In October 2015, the Chief Administrator approved to re-grade the Juvenile Case Manager due to the change in truancy law to an Office Specialist in alignment with the new responsibilities. | | |
| Office of Criminal Justice Coordination | Court Liaison | (1.0) | 10/7/15, 16-0004 CA |
| | Court Coord./Data | 1.0 | 10/7/15, 16-0004 CA |
| | Administrative Assistant | (2.0) | 12/6/15, 16-0024 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---|--|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Administration of Justice Continued: | | | |
| Office of Criminal Justice | Eligibility Officer, Intermediate | 2.0 | 12/6/15, 16-0024 CA |
| Coordination Continued | Ct. Coord./Data Entry | 2.0 | 1/25/16, CCO #12 |
| | Eligibility Officer, Intermediate | 2.0 | 1/25/16, CCO #12 |
| | Pre-trial Bond Officer | 3.0 | 1/25/16, CCO #12 |
| | Admin Specialist | 1.0 | Budget Hearings 17 |
| | Court Coordinator | (1.0) | Budget Hearings 17 |
| | Ct. Coord./Data Entry, Senior | 1.0 | Budget Hearings 17 |
| | Eligibility Officer, Intermediate | (13.0) | Budget Hearings 17 |
| | PT Bond Officer | 13.0 | Budget Hearings 17 |
| | PT Bond Officer | (11.0) | Budget Hearings 17 |
| | PT Bond Officer, Intermediate | 11.0 | Budget Hearings 17 |
| | Total | 8.0 | |
| | <p>In early fiscal year 2016 the Criminal Justice Director was hired. The Director evaluated the department and proposed changes to the Chief Administrator. On October 2015, the Chief Administrator approved to re-grade the Court Liaison to a Court Coord/Data Entry. In December 2015, the Chief Administrator approved to re-grade two Administrative Assistant position to two Eligibility Officer, Intermediate positions to meet the department staffing needs. On January 25, 2016 County Commissioners approved to add the following positions: two Ct. Coord./Data Entry, an Eligibility Officer, Intermediate, and three new Pre-Trial Bond Officers in efforts to reduce caseload, allow for sufficient personnel coverage at the detention center and the courthouse, and to provide administrative support to PR Bond office. During budget hearings for fiscal year 2017, County Commissioners approved to create an Administrative Specialist position, regrade a Court Coordinator to a Ct. Coord./Data Entry, Senior position, regrade thirteen Eligibility Officer, Intermediate positions to PT Bond Officer positions, and regrade eleven PT Bond Officer positions to PT Bond Officer, Intermediate positions.</p> | | |
| | | | |
| Total Administration Of Justice: | | 15.0 | |
| | | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Culture and Recreation: | | | |
| Ascarate Golf Course | Park Maintenance Worker | (5.0) | 10/25/15, 15-0041 CA |
| | Park Maintenance Worker | 5.0 | 10/25/15, 15-0041 CA |
| | Park Maintenance Worker | (1.0) | 10/25/15, 15-0041 CA |
| | Golf Cart Mechanic | 1.0 | 10/25/15, 15-0041 CA |
| | Park Maint. Worker, Intermediate | (2.0) | 10/25/15, 15-0041 CA |
| | Park Maint. Worker Intermediate | 2.0 | 10/25/15, 15-0041 CA |
| | Park Maintenance Worker (Temp Pool) | (1.0) | 10/25/15, 15-0048 CA |
| | Park Maintenance Worker (Temp Pool) | 1.0 | 10/25/15, 15-0048 CA |
| | Golf Course Superintendent | (1.0) | 11/8/15, 16-0011 CA |
| | Golf Course Superintendent | 1.0 | 11/8/15, 16-0011 CA |
| | Park Maintenance Worker - Temp Pool | (1.0) | Budget Hearings 17 |
| | Park Maintenance Worker | 4.0 | Budget Hearings 17 |
| | Golf Cart Mechanic | 1.0 | Budget Hearings 17 |
| | Total | 4.0 | |
| | <p>As part of the 7 year County-wide reorganization plan, in October 2015 the Chief Administrator approved the regrade of five Park Maintenance Worker positions, a Park Maintenance Worker position to a Golf Cart Mechanic, two Park Maint. Worker, Intermediate positions, to regrade positions paid under the Park Maintenance Worker (Temp Pool). Additionally, in November 2015, the Chief Administrator approved to regrade the Golf Course Superintendent position in alignment with the 7 year County-wide reorganization initiative. During Budget Hearings for fiscal year 2017, County Commissioners approved to eliminate the Park Maintenance Worker (Temp Pool) and created four full time regular Park Maintenance Worker and one Golf Cart Mechanic positions a result of the Temp vs. Regular position analysis performed for Public Works.</p> | | |
| | | | |
| Ascarate Operations | Account Clerk | 1.0 | Budget Hearings 17 |
| | Admin Services Manager | 1.0 | Budget Hearings 17 |
| | Administrative Assistant, Senior | 1.0 | Budget Hearings 17 |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Culture and Recreation Continued: | | | |
| Ascarate Operations Continued | Assoc. Deputy Dir. Pk&Spe | 1.0 | Budget Hearings 17 |
| | Total | 4.0 | |
| | <p>During budget hearings for fiscal year 2017, County Commissioners approved the creation of the Ascarate Operations account to properly capture expenses related to the operations of Ascarate, additionally they also approved to transfer the Account Clerk, Admin Services Manager, Administrative Assistant, Senior, and the Assoc. Deputy Dir. Pk&Spe positions from Parks and Special Events to Ascarate Operations.</p> | | |
| | | | |
| Ascarate Regional County Park | Park Maintenance Worker | (2.0) | 10/25/15, 15-0041 CA |
| | Park Maintenance Worker | 2.0 | 10/25/15, 15-0041 CA |
| | Park Maint. Worker Intermediate | (5.0) | 10/25/15, 15-0041 CA |
| | Park Maint. Worker Intermediate | 5.0 | 10/25/15, 15-0041 CA |
| | Park Maint. Worker Senior | (4.0) | 10/25/15, 15-0041 CA |
| | Park Maint. Worker Senior | 4.0 | 10/25/15, 15-0041 CA |
| | Pool Maintenance Technician | (1.0) | 10/25/15, 15-0041 CA |
| | Pool Maintenance Technician | 1.0 | 10/25/15, 15-0041 CA |
| | Park Maintenance Worker (Temp Pool) | (1.0) | 10/25/15, 15-0048 CA |
| | Park Maintenance Worker (Temp Pool) | 1.0 | 10/25/15, 15-0048 CA |
| | Groundskeeping Superintendent | (1.0) | 11/8/15, 16-0011 CA |
| | Groundskeeping Superintendent | 1.0 | 11/8/15, 16-0011 CA |
| | Maintenance Mechanic, Sen (Ascarate) | (1.0) | 12/20/15, 16-0017 CA |
| | Facilities Maintenance Mechanic, Intermediate | 1.0 | 12/20/15, 16-0017 CA |
| | Park Maintenance Worker - Temp Pool | (1.0) | Budget Hearings 17 |
| | Total | (1.0) | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Culture and Recreation Continued: | | | |
| Ascarate Regional County Park Continued | As part of the 7 year County-wide reorganization plan, in October 2015 the Chief Administrator approved the regrade of two Park Maintenance Worker positions, five Park Maint. Worker Intermediate positions, four Park Maint. Worker Senior positions, a Pool Maintenance Technician, and the positions paid under the Park Maintenance Worker temporary pool. Additionally, in November 2015, the Chief Administrator approved to regrade the Groundskeeping Superintendent as part of the 7 year reorganization initiative. In December 2015, reclassification analysis continued resulting in the approval to regrade the Maintenance Mechanic, Sen position to a Facilities Maintenance Mechanic, Intermediate positions by the Chief Administrator. During budget hearings for fiscal year 2017, County Commissioners approved to delete the Park Maintenance Worker temporary pool as a result of the Temp vs. Regular position analysis performed for Public Works. | | |
| | | | |
| Golf Course Operations | Cashier/Attendant, Intermediate | 2.0 | Budget Hearings 17 |
| | Cashier/Attendant, Intermediate | 2.0 | Budget Hearings 17 |
| | Golf Pro Shop Supervisor | 1.0 | Budget Hearings 17 |
| | Golf Professional | 1.0 | Budget Hearings 17 |
| | Total | 6.0 | |
| | During budget hearings for fiscal year 2017, County Commissioners approved the creation of the Golf Course Operations account to properly capture expenses related to the Golf Course operations. Additionally, Commissioners Court approved the transfer two full-time and two part-time Cashier/Attendant, Intermediate positions, the Golf Pro Shop Supervisor position, and the Golf Professional positions out of Parks and Special Events into the Golf Course Operations department. | | |
| | | | |
| Parks and Special Events | Parks and Special Events Director | (1.0) | 9/21/15, 15-0049 CA |
| Department | Dir. of Parks, Recreation, and Tourism | 1.0 | 9/21/15, 15-0049 CA |
| | Special Events Manager | 1.0 | 10/13/15, 16-0014 CA |
| | Office Specialist | (2.0) | 10/25/15, 15-0042 CA |
| | Cashier/Attendant, Intermediate | 2.0 | 10/25/15, 15-0042 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--------------------------------------|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Culture and Recreation Continued: | | | |
| Parks and Special Events | Office Specialist (PR) | (2.0) | 10/25/15, 15-0042 CA |
| Department Continued | Cashier/Attendant, Intermediate (PR) | 2.0 | 10/25/15, 15-0042 CA |
| | Gate Attendant (Temp Pool) | (1.0) | 10/25/15, 15-0042 CA |
| | Cashier/Attendant (Temp Pool) | 1.0 | 10/25/15, 15-0042 CA |
| | Golf Professional | (1.0) | 11/8/15, 16-0012 CA |
| | Golf Professional | 1.0 | 11/8/15, 16-0012 CA |
| | Administrative Assistant | (1.0) | 12/20/15, 16-0021 CA |
| | Administrative Services Mgr. | 1.0 | 12/20/15, 16-0021 CA |
| | Aquatics Manager | 1.0 | 1/17/16, 16-0025 CA |
| | Sales/Marketing Manger | 1.0 | 5/19/16, CCO Item #2 |
| | Admin. Assistant, Senior | 1.0 | 5/19/16, CCO Item #2 |
| | Dir. Of Parks, Rec and Tour | (1.0) | 5/9/16, 16-0045 CA |
| | Assoc. Deputy Dir. PK&SPE | 1.0 | 5/9/16, 16-0045 CA |
| | Special Events Manager | (1.0) | 5/9/16, 16-0056 CA |
| | Office Spec. Temp Pool | (1.0) | Budget Hearings 17 |
| | Park Maint. Worker - Temp Pool | (1.0) | Budget Hearings 17 |
| | Cashier/Attendant, Intermediate | 1.0 | Budget Hearings 17 |
| | Cashier/Attendant, Intermediate (PR) | 2.0 | Budget Hearings 17 |
| | Operations Specialist | 2.0 | Budget Hearings 17 |
| | Sales/Marketing Manager | (1.0) | Budget Hearings 17 |
| | Special Events Coordinator | 1.0 | Budget Hearings 17 |
| | Marketing Specialist | 1.0 | Budget Hearings 17 |
| | League Coord. | (1.0) | Budget Hearings 17 |
| | League Manager | 1.0 | Budget Hearings 17 |
| | League Manager | (1.0) | Budget Hearings 17 |
| | Aquatics Manager | (1.0) | Budget Hearings 17 |
| | Cashier/Attendant, Intermediate | (2.0) | Budget Hearings 17 |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--------------------------------------|-------------------------|--------------------|
| GENERAL FUND CONTINUED: | | | |
| Culture and Recreation Continued: | | | |
| Parks and Special Events | Cashier/Attendant, Intermediate (PR) | (2.0) | Budget Hearings 17 |
| Department Continued | Golf Pro Shop Supervisor | (1.0) | Budget Hearings 17 |
| | Golf Professional | (1.0) | Budget Hearings 17 |
| | Account Clerk | (1.0) | Budget Hearings 17 |
| | Admin Services Manager | (1.0) | Budget Hearings 17 |
| | Administrative Assistant, Senior | (1.0) | Budget Hearings 17 |
| | Assoc. Deputy Dir. Pk&Spe | (1.0) | Budget Hearings 17 |
| | Admin. Asst. Intermediate | (1.0) | Budget Hearings 17 |
| | Total | (6.0) | |
| <p>In October 2015, the Chief Administrator approved to re-grade the Parks and Special Events Director to a Director of Parks, Recreation, and Tourism position and the creation of a Special Events Manager position to help develop and manage various events to be held at County parks and venues. Additionally, in October 2015, the Chief Administrator approved to re-grade four Office Specialist positions to Cashier/Attendant, Intermediate positions, and one Gate Attendant Temp Pool to a Cashier/Attendant Temp Pool as part of the 7 year County-wide reorganization initiative approved by Commissioners Court during fiscal year 2012. In November 2015, the reclassification analysis continued resulting in the approval by the Chief Administrator to re-grade the Golf Professional and in December 2015 the approval to re-grade the Administrative Assistant position to an Administrative Services Manager. In January 2016, the Chief Administrator approved to create the Aquatics Manager position that was previously a temporary position paid under the temporary pool as part of the 7 year County-wide reorganization initiative. In May 2016, the Chief Administrator approved to regrade the Dir. Of Parks, Rec & Tour to an Associate Deputy Director of Parks and Special Events due to duties being realigned for this position as a result of the department shifting under the oversight of Public Works. In May 2016, the Chief Administrator approved to eliminate the Special Events Manager position, create a Sales/Marketing Manager position and an Admin. Assistant, Senior position as part of Public Works reorganization. During budget hearings for fiscal year 2017, County Commissioners approved to delete the Office Spec temp pool, delete the Park Maintenance Temp Pool, one full-time and two part time Cashier/Attendant positions, create one Marketing Specialist, create two part-time Operations Specialists,</p> | | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Culture and Recreation Continued: | | | |
| Parks and Special Events Department Continued | regrade the Sales/Marketing Manager position to a Special Events Manager, in Parks and Special Events. Additionally, County Commissioners also approved to regrade the League Coord. to a League Manager and transfer the position to Sportspark. County Commissioners also approved to transfer the Aquatics Manager position from Parks and Special Events to Swimming Pools. Additionally they approved to transfer two part-time and two full time Cashier/Attendant, Int. positions the Golf Pro Shop Supervisor, and the Golf Professional from Parks and Special Events to Ascarate Golf Course. Additionally they approved to regrade the Administrative Assistant, Intermediate position to an Admin. Assistant, Senior and transfer the Admin. Assistant, Senior, Account Clerk, Admin Services Manager, and the Assoc. Deputy Dir. Pk&Spe from Parks and Special Events to Ascarate Regional County Park. | | |
| | | | |
| Rural Parks | Park Maintenance Worker | (3.0) | 10/25/15, 15-0048 CA |
| | Park Maintenance Worker | 3.0 | 10/25/15, 15-0048 CA |
| | Park Maint. Wkr. Senior | (1.0) | 10/25/15, 15-0048 CA |
| | Park Maint. Wkr. Senior | 1.0 | 10/25/15, 15-0048 CA |
| | Truck Driver | (2.0) | 10/25/15, 15-0048 CA |
| | Road/Maintenance Worker | 2.0 | 10/25/15, 15-0048 CA |
| | Park Maintenance Worker | 2.0 | Budget Hearings 17 |
| | Total | 2.0 | |
| | In October 2015, the Chief Administrator approved to regrade the Park Maintenance Worker, the Park Maint. Wkr. Senior, and two Truck Driver positions to Road/Maintenance Worker positions as part of the 7 year Countywide reorganization initiative. During budget hearings for fiscal year 2017, County Commissioners approved to create two Park Maintenance Worker positions. | | |
| | | | |
| Sports Park Operations | Cashier/Attendant, Inter. | 1.0 | Budget Hearings 17 |
| | Cashier/Attendant, Inter. | 2.0 | Budget Hearings 17 |
| | Administrative Specialist, Intermediate | 1.0 | Budget Hearings 17 |
| | League Manager | 1.0 | Budget Hearings 17 |
| | Total | 5.0 | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Culture and Recreation Continued: | | | |
| Sports Park Operations Continued | | | |
| | During budget hearings for fiscal year 2017, County Commissioners approved the creation of the Sports Park Operations account to properly capture expenses related to the Sports Park operation. Additionally, Commissioners Court approved the transfer of two part-time and one full-time Cashier/Attendant, Intermediate positions, the Administrative Specialist, Intermediate position, and the League Manager positions out of Parks and Special Events department into the Sports Park Operations account. | | |
| | | | |
| Sportspark | Park Maint. Worker | (3.0) | 10/25/15, 15-0048 CA |
| | Park Maint. Worker | 3.0 | 10/25/15, 15-0048 CA |
| | Park Maint. Wkr. Senior | (1.0) | 10/25/15, 15-0048 CA |
| | Park Maint. Wkr. Senior | 1.0 | 10/25/15, 15-0048 CA |
| | Park Maint. Worker (Temp Pool) | (1.0) | 10/25/15, 15-0048 CA |
| | Park Maint. Worker (Temp Pool) | 1.0 | 10/25/15, 15-0048 CA |
| | Park Maintenance Worker | 5.0 | CCO 5/19/16 Item #2 |
| | Custodians | 4.0 | CCO 5/19/16 Item #2 |
| | Park Maint. Worker – Temp Pool | (1.0) | Budget Hearings 17 |
| | Total | 8.0 | |
| | In October 2015, the Chief Administrator approved to regrade the Park Maintenance Worker, the Park Maint. Wkr. Senior, and the positions under the Park Maintenance Worker (temp pool) as part of the 7 year County-wide reorganization initiative. In May 2016, County Commissioners approved to create five new Park Maintenance Worker positions to assist in maintaining the Sportspark operational. During budget hearings for fiscal year 2017, County Commissioners approved to eliminate the Park Maintenance Worker temporary pool as a result of the Temp vs. Regular position analysis performed for Public Works. | | |
| | | | |
| Swimming Operations | Aquatics Manager | 1.0 | Budget Hearings 17 |
| | Total | 1.0 | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to create a separate department titled Swimming Operations to capture all operating related expenditures of the Swimming Pools | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Culture and Recreation Continued: | | | |
| Swimming Operations Continued | and also approved the transfer Aquatics Manager position from the Parks and Special Events account into the Swimming Operations account to appropriately categorize expenditures. | | |
| Swimming Pools | Cashier - positions were part of a temp pool | (1.0) | 10/25/15, 15-0041 CA |
| | Cashier - positions were part of a temp pool | 1.0 | 10/25/15, 15-0041 CA |
| | Aquatics Manger (Temp Pool) | (1.0) | 1/17/16, 16-0025 CA |
| | Lifeguard (Temp Pool) | 1.0 | 1/17/16, 16-0025 CA |
| | Lifeguard (Temp Pool) | (1.0) | 5/22/16, 16-0027 CA |
| | Lifeguard (Temp Pool) | 1.0 | 5/22/16, 16-0027 CA |
| | Total | 0.0 | |
| | In October 2015, the Chief Administrator approved to regrade the Cashier positions that were part of a temporary pool as part of the 7 year Countywide reorganization initiative. In January 2016, the Chief Administrator approved to rename the Aquatics Manager temporary pool to a Lifeguard temporary pool to properly categorize the purpose of the temp pool, as part of the 7 year County-wide reorganization initiative. In May 2016, the Chief Administrator approved to regrade the Lifeguards under the Lifeguard temporary pool in alignment with the 7 year County-wide reorganization initiative. | | |
| | | | |
| Total Culture and Recreation: | | 23.0 | |
| General Government: | | | |
| Budget & Fiscal Policy | Accountant, Intermediate | (2.0) | 3/13/16, 16-0028 CA |
| | Budget Analyst, Intermediate | 2.0 | 3/13/16, 16-0028 CA |
| | Accountant Senior | (1.0) | 3/13/16, 16-0028 CA |
| | Budget Analyst, Senior | 1.0 | 3/13/16, 16-0028 CA |
| | Deputy Budget Officer | (1.0) | 3/13/16, 16-0028 CA |
| | Deputy Budget Officer | 1.0 | 3/13/16, 16-0028 CA |
| | Analyst, Intermediate | 1.0 | 5/9/16, 16-0045 CA |
| | Grant Administrator | 2.0 | 5/9/16, 16-0045 CA |
| | Grant Writer | 1.0 | 5/9/16, 16-0045 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------------|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| Budget & Fiscal Policy | Budget Analyst, Intermediate | 1.0 | Budget Hearings 17 |
| Continued | Total | 5.0 | |
| | <p>In March 2016, the Chief Administrator approved to regrade two Accountant, Intermediate positions to Budget Analyst, Intermediate, regrade an Accountant Senior to a Budget Analyst, Senior, and regrade the Deputy Budget Officer based on workload and realignment. In May 2016, the Chief Administrator approved to transfer the Analyst, Intermediate, two Grant Administrators, and a Grant Writer position from the County Administration Department to the Budget and Fiscal Policy department due to the County Administration reorganization. During budget hearings for fiscal year 2017, County Commissioners approved to create a Budget Analyst, Intermediate position.</p> | | |
| | | | |
| Building Maintenance | Office Specialist, Intermediate | (1.0) | 10/13/15, 16-0034 CA |
| | Facilities Manager | (1.0) | 11/8/15, 16-0011 CA |
| | Assoc. Deputy Dir. Mnt Op | 1.0 | 11/8/15, 16-0011 CA |
| | Build. Sys. & EMS Oper Mgr | (1.0) | 11/8/15, 16-0013 CA |
| | Public Works Building Manager | 1.0 | 11/8/15, 16-0013 CA |
| | Administrative Assistant | (1.0) | 12/20/15, 16-0017 CA |
| | Administrative Services Manager | 1.0 | 12/20/15, 16-0017 CA |
| | Maintenance Mechanic | (3.0) | 12/20/15, 16-0017 CA |
| | Facilities, Senior Lock Tech | 1.0 | 12/20/15, 16-0017 CA |
| | Facilities Maint. Mech., Inter. | 2.0 | 12/20/15, 16-0017 CA |
| | Maintenance Mechanic, Sen | (8.0) | 12/20/15, 16-0017 CA |
| | Facilities Maint. Mech., Inter. | 1.0 | 12/20/15, 16-0017 CA |
| | Facilities Maint. Mech., Senior/Electrician | 2.0 | 12/20/15, 16-0017 CA |
| | Facilities Maint. Mech., Senior/HVAC | 3.0 | 12/20/15, 16-0017 CA |
| | Facilities Maint. Mech., Senior/Plumber | 2.0 | 12/20/15, 16-0017 CA |
| | Maintenance Mechanic, Sen | (1.0) | 12/20/15, 16-0017 CA |
| | Building Const. Coord. | 1.0 | 12/20/15, 16-0017 CA |
| | Maintenance Worker | (4.0) | 12/20/15, 16-0017 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date | |
|---------------------------------------|--|-------------------------|-----------------------|--|
| GENERAL FUND CONTINUED: | | | | |
| General Government Continued: | | | | |
| Building Maintenance Continued | Facilities Maintenance Mechanic | 3.0 | 12/20/15, 16-0017 CA | |
| | Facilities Maintenance Worker | 1.0 | 12/20/15, 16-0017 CA | |
| | Maintenance Mechanic, Sen | (1.0) | 12/20/15, 16-0022 CA | |
| | Facilities Maint. Mech., Inter. | 1.0 | 12/20/15, 16-0022 CA | |
| | Comm. Service Tech. (AP) | (1.0) | 12/20/15, 16-0022 CA | |
| | Graffiti Program Coordinator | 1.0 | 12/20/15, 16-0022 CA | |
| | Graffiti Program Coordinator | (1.0) | 4/04/16, CCO #32 | |
| | Custodian | 1.0 | Budget Hearings, FY17 | |
| | Total | | 0.0 | |
| | <p>In October 2015, the Chief Administrator approved to transfer the Office Specialist, Intermediate position from Building Maintenance to the County Administration Department due to the centralization of the main switch board. In November 2015, the Chief Administrator approved the regrade the Facilities Manager position to an Assoc. Deputy Dir. Mnt Op position, and the Build. Sys. & EMS Oper Mgr to a Public Works Building Manager position as part of the 7 year County-wide reorganization initiative. In December 2015, the reclassification analysis continued resulting in the approval by the Chief Administrator to regrade an Administrative Assistant position to and Administrative Services Manager position, regrade three Maintenance Mechanic positions to one Facilities, Senior Lock Tech position, and two Facilities Maintenance Mechanic, Intermediate positions, regrade eight Maintenance Mechanic, Sen positions to one Facilities Maintenance Mechanic, Intermediate, two Facilities Maintenance Mechanic, Senior/Electrician, three Facilities Maintenance Mechanic, Senior/HVAC, and two Facilities Maintenance Mechanic, Senior/Plumber positions, regrade a Maintenance Mechanic, Sen to a Building Const. Coord., regrade four Maintenance Worker positions to three Facilities Maintenance Mechanic, and one Facilities Maintenance Worker positions as part of the 7 year County-wide reorganization initiative. In December 2015, the Chief Administrator approved to regrade the Maintenance Mechanic, Sen to a Facilities Maintenance Mechanic, Intermediate position, regrade the Comm. Service Tech. (AP) to a Graffiti Program Coordinator as part of the 7 year County-wide reorganization initiative. During fiscal year 2016, Commissioners Court approved the transfer of the Graffiti Program Coordinator from the Building Maintenance account into the County Graffiti Wipe Out General Fund budget. In October 2016, a correction was made to the Maintenance Mechanic, Senior positions that should</p> | | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| Building Maintenance Continued | have been one Fac Main Mech, Sr-Electric and one Fac Main Mech, Sr-Plumber positions. During budget hearings for fiscal year 2017, County Commissioners approved to create a Custodian position. | | |
| Community Services | Community Services Director | (1.0) | 3/13/16, CCO #10 |
| | Community Services Director | 1.0 | 3/13/16, CCO #10 |
| | Admin. Coordinator | (1.0) | 7/17/16, 16-0046 CA |
| | Administrative Specialist, Senior | 1.0 | 7/17/16, 16-0046 CA |
| | Community Svcs Program Mgr | (1.0) | 7/17/16, 16-0046 CA |
| | Community Svcs Program Mgr | 1.0 | 7/17/16, 16-0046 CA |
| | Housing Coordinator (CD) | (1.0) | 7/17/16, 16-0046 CA |
| | Eligibility Officer, Intermediate | 1.0 | 7/17/16, 16-0046 CA |
| | Care Manager, Intermediate (FOR GRANT) | 1.0 | Budget Hearings 17 |
| | Community Services Program Manager | 1.0 | Budget Hearings 17 |
| | Admin Specialist Senior | (1.0) | Budget Hearings 17 |
| | Admin Specialist Intermediate | 1.0 | Budget Hearings 17 |
| | Total | 2.0 | |
| | In March 2016, County Commissioners approved to regrade the Community Services Director position in alignment with the departments responsibilities. In July 2016, the Chief Administrator approved to regrade the Admin. Coordinator to an Administrative Specialist, Senior, the Community Services Manager, and the Housing Coordinator (CD) to an Eligibility Officer, Intermediate as part of the 7 year County-wide reorganization Initiative. During budget hearings for fiscal year 2017, County Commissioners approved to create a Care Manager, Intermediate position, a Community Services Program Manager, and to re-grade the Admin Specialist Senior to an Admin Specialist Intermediate to better align the position with actual duties performed. | | |
| County Administration Department | Office Specialist, Intermediate | 1.0 | 10/13/15, 16-0034 CA |
| | Analyst, Intermediate | (1.0) | 3/21/16, CCO #16 |
| | Grant Administrator | 1.0 | 3/21/16, CCO #16 |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------------|---|-------------------------|--------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| County Administration | Grant Writer | 1.0 | 3/21/16, CCO #16 |
| Department Continued | Admin Operations Director | (1.0) | 5/9/16, 16-0045 CA |
| | Analyst, Intermediate | (1.0) | 5/9/16, 16-0045 CA |
| | Analyst, Intermediate | (1.0) | 5/9/16, 16-0045 CA |
| | Grant Administrator | (2.0) | 5/9/16, 16-0045 CA |
| | Grant Writer | (1.0) | 5/9/16, 16-0045 CA |
| | Assistant County Administrator | (1.0) | 5/9/16, 16-0056 CA |
| | Project Specialist | 1.0 | 5/9/16, 16-0056 CA |
| | Exe. Dir. Jstc Sup/Com Svcs | 1.0 | 5/9/16, 16-0056 CA |
| | Total | (3.0) | |
| | <p>In October 2015, the Chief Administrator approved to transfer the Office Specialist, Intermediate position from Building Maintenance to the County Administration Department due to the centralization of the main switch board. In March 2016, County Commissioners approved to transfer the Grant Administrator and the Grant Writer positions from Sheriff- Law Enforcement to the County Administration Department in an effort to consolidate transit and grants management. In March 2016, County Commissioners approved to eliminate an Analyst Intermediate position to assist in the creation of the new Economic Development department. In May 2016, the Chief Administrator approved to transfer the Analyst, Intermediate, two Grant Administrators, and a Grant Writer position from the County Administration Department to the Budget and Fiscal Policy department as a result of the County Administrator reorganization. Additionally, the Chief Administrator approved to re-grade the Admin Operations Director to a Contract Administrator, the Analyst, Intermediate to an Assistant Contract Administrator position, and transfer these two positions to the Human Resources department due to a realignment of duties and responsibilities as a result of the County Administration reorganization. In May 2016, the Chief Administrator approved to Eliminate the Assistant County Administrator position and create a Project Specialist and an Exe. Dir. Jstc Sup/Com Svcs position to align the departments responsibilities with the County's Strategic Plan.</p> | | |
| County Clerk | Court Clerk | 1.0 | 11/16/15, CCO #12 |
| | Office Specialist, Intermediate | (1.0) | Budget Hearings 17 |
| | Accounting Specialist | 1.0 | Budget Hearings 17 |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------------|--|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| County Clerk Continued | Office Specialist, Intermediate | (1.0) | Budget Hearings 17 |
| | Accounting Specialist | 1.0 | Budget Hearings 17 |
| | Total | 1.0 | |
| | In November 2015, County Commissioners approved to create a Court Clerk position to support the 24-hour jail magistrate functions as part of the Pre-Trial Services transition. During budget hearings for fiscal year 2017, County Commissioners approved to regrade two Office Specialist, Intermediate positions to two Accounting Specialist positions based on the tasks and duties performed by the employees. | | |
| District Clerk | Court Clerk, Inter. (Jail Magistration Asst.) | 1.0 | Budget Hearings 17 |
| | Court Clerk, Inter. (Jail Magistration Asst.) | 1.0 | Budget Hearings 17 |
| | Functional Analyst | 1.0 | Budget Hearings 17 |
| | Court Clerk - Judicial Transparency (OCA) | 5.0 | Budget Hearings 17 |
| | Total | 8.0 | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to create two Court Clerk, Intermediate positions, a Functional Analyst position, and five Court Clerk positions to assist with the 24 hour magistration as directed by Senate Bill 1139, which went into effect on September 1, 2015. | | |
| Domestic Relations Office | Chief Family Court Services | (1.0) | 5/16/16, 16-0040 CA |
| | Clinical Services Manager | 1.0 | 5/16/16, 16-0040 CA |
| | Total | 0.0 | |
| | In May 2016, the Chief Administrator approved to regrade the Chief Family Court Services position to a Clinical Services Manager position as part of the 7 year County-wide Reorganization Initiative. | | |
| Elections | Office Specialist, Senior | (1.0) | 12/6/15, 16-0019 CA |
| | Office Specialist | 1.0 | 12/6/15, 16-0019 CA |
| | Elections Generalist, Intermediate | 1.0 | Budget Hearings 17 |
| | Elections Systems and Tech | 1.0 | Budget Hearings 17 |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| Elections Continued | Elections Sys & Tech, Intermediate | (1.0) | Budget Hearings 17 |
| | Elections Sys & Tech, Senior | (1.0) | Budget Hearings 17 |
| | Total | 0.0 | |
| | <p>In December 2015, the Chief Administrator approved to regrade the Office Specialist, Senior to an Office Specialist to align the position with duties assigned. During budget hearings for fiscal year 2017, County Commissioners approved to create an Elections Generalist, Intermediate and an Elections Systems and Tech positions to assist with the implementation of a robust and aggressive voter education and outreach strategy and curriculum. Additionally, the Elections Sys & Tech, Intermediate and the Elections Sys & Tech, Senior positions were eliminated.</p> | | |
| | | | |
| | | | |
| Fleet Management and Support | Mechanic, Senior | (1.0) | 10/25/15, 15-0050 CA |
| | Fleet Mechanic, Senior | 1.0 | 10/25/15, 15-0050 CA |
| | Administrative Specialist, Inter. | 1.0 | Budget Hearings 17 |
| | Total | 1.0 | |
| | <p>In October 2015, the Chief Administrator approved to regrade the Mechanic, Senior position to a Fleet Mechanic, Senior position as part of the 7 year County-wide reorganization plan. During budget hearings for fiscal year 2017, County Commissioners approved to create an Administrative Specialist, Intermediate position to assist the Fleet department.</p> | | |
| | | | |
| General and Administrative R&B GF | Civil Engineer | (3.0) | 11/8/15, 16-0011 CA |
| | Civil Engineer | 3.0 | 11/8/15, 16-0011 CA |
| | Public Works Park Manager | 1.0 | 11/8/15, 16-0011 CA |
| | Civil Engineer, Senior | (1.0) | 11/8/15, 16-0011 CA |
| | CIP & Design Engineer | 1.0 | 11/8/15, 16-0011 CA |
| | Civil Engineer, Senior | (1.0) | 11/8/15, 16-0011 CA |
| | Development & Flood Plain Program Engineer | 1.0 | 11/8/15, 16-0011 CA |
| | Zoning/Compliance Inspect. | (1.0) | 11/8/15, 16-0011 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------------|--|-------------------------|-----------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| General and Administrative | Zoning/Compliance Inspect. | 1.0 | 11/8/15, 16-0011 CA |
| R&B GF Continued | Asst. Public Works Dir. | (1.0) | 12/20/15, 16-0017 CA |
| | Public Works Deputy Director | 1.0 | 12/20/15, 16-0017 CA |
| | Chief Planner | 1.0 | Budget Hearings 17 |
| | Engineer Assoc. Tech - for Transit | 0.5 | Budget Hearings 17 |
| | Engineer Associate Tech (Land Dev.) | 1.0 | Budget Hearings 17 |
| | Civil Engineer | (1.0) | Budget Hearings 17 |
| | Transportation Program Engineer | 1.0 | Budget Hearings 17 |
| | Transportation Program Engineer (70% General Fund 30% transfer to grant) | (1.0) | Budget Hearings 17 |
| | Total | 2.5 | |
| | <p>As part of the 7 year County-wide reclassification plan, in November 2015, the Chief Administrator approved to regrade three Civil Engineer positions, regrade a Civil Engineer, Senior position to a CIP & Design Engineer, regrade a Civil Engineer, Senior to a Development & Flood Plain Program Engineer, regrade the Zoning/Compliance Inspect. position, and created a Public Works Park Manager position. In December 2015, the reclassification analysis continued resulting in the approval by the Chief Administrator to re-grade the Asst. Public Works Dir. To a Public Works Deputy Director. During Budget Hearings for fiscal year 2017, County Commissioners approved to create a Chief Planner position, an Engineer Assoc. Tech- for transit (funded 50% from a grant), create an Engineer Associate Tech for land development initiatives, regrade a Civil Engineer to a Transportation Program Engineer, and transfer a Transportation Program Engineer to be funded 30% by a grant.</p> | | |
| HR – Risk Pool | Wellness Coordinator | 1.0 | 10/11/15, 16-0009a CA |
| | Total | 1.0 | |
| | <p>In October 2015, County Commissioners approved to re-grade a HR Generalist, Intermediate that was re-graded to a Wellness Coordinator, under staffing adjustment request form number #16-0009 that was</p> | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---------------------------------------|---|-------------------------|-----------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| HR – Risk Pool Continued | amended in October to have the position transferred from Human Resources to HR - Risk Pool. | | |
| Human Resources | HR Generalist, Intermediate | (1.0) | 10/11/15, 16-0009 CA |
| | Wellness Coordinator | 1.0 | 10/11/15, 16-0009 CA |
| | Wellness Coordinator | (1.0) | 10/11/15, 16-0009a CA |
| | Contract Administrator | 1.0 | 5/9/16, 16-0045 CA |
| | Assistant Contract Administrator | 1.0 | 5/9/16, 16-0045 CA |
| | Total | 1.0 | |
| | In October 2015, the Chief Administrator approved to regrade the HG Generalist, Intermediate position approved during budget hearings for fiscal year 2016 to a Wellness Coordinator and additionally approved to transfer the position to HR - Risk Pool. In May 2016, the Chief Administrator approved to re-grade the Admin Operations Director to a Contract Administrator, the Analyst, Intermediate to an Assistant Contract Administrator position, and the transfer of these two positions to the Human Resources department due to a realignment of duties and responsibilities as a result of the County Administration reorganization. | | |
| Human Resources – EHN Contract | Administrative Asst., Intermediate | (1.0) | 8/31/16, CCO #25 |
| | Administrative Assistant | (1.0) | 8/31/16, CCO #25 |
| | HR Generalist, Intermediate | (3.0) | 8/31/16, CCO #25 |
| | HR Manager | (1.0) | 8/31/16, CCO #25 |
| | Total | (6.0) | |
| | In August 2016, the contract between EHN and the County of El Paso expired and there was no action to renew the contract. | | |
| Information Technology | Computer Operations Supervisor | (1.0) | 10/1/15, 16-0023 CA |
| Department | Computer Operations Specialist | 1.0 | 10/1/15, 16-0023 CA |
| | Applications Assist. Mgr | (1.0) | Budget Hearings 17 |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------------|---|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| Information Technology | IT Manager | 1.0 | Budget Hearings 17 |
| Department Continued | Applications Manager | (1.0) | Budget Hearings 17 |
| | IT Manager | 1.0 | Budget Hearings 17 |
| | Database Admin., Intermediate | (1.0) | Budget Hearings 17 |
| | IT Supervisor | 1.0 | Budget Hearings 17 |
| | Helpdesk/Tech. Supp. Mgr | (1.0) | Budget Hearings 17 |
| | IT Manager | 1.0 | Budget Hearings 17 |
| | Office Admin./Support Mgr | (1.0) | Budget Hearings 17 |
| | Contract Analyst, Intermediate | 1.0 | Budget Hearings 17 |
| | Server & Systems Mgr | (1.0) | Budget Hearings 17 |
| | IT Manager | 1.0 | Budget Hearings 17 |
| | Sr. Telecomm/Project Mgr. | (1.0) | Budget Hearings 17 |
| | IT Project Manager, Senior | 1.0 | Budget Hearings 17 |
| | System Administrator, Int | 1.0 | Budget Hearings 17 |
| | Server & Sys. Assist. Mgr | (1.0) | Budget Hearings 17 |
| | Telecommunications Manager | (1.0) | Budget Hearings 17 |
| | Total | (1.0) | |
| | <p>In October 2015, the Chief Administrator approved to regrade the Computer Operations Supervisor position to a Computer Operations Specialist position as requested by the department to better align the position with assigned duties. During budget hearings for fiscal year 2017, County Commissioners approved the ITD reorganization plan that included the regrade an Applications Assist. Mgr, an Applications Manager, a Helpdesk/Tech. Supp. Mgr, and a Server & Systems Mgr to four IT Manager positions. Additionally, Commissioners Court approved the deletion of the Server & Sys. Assist. Mgr and a Telecommunications Manager, to regrade a Database Admin., Intermediate to an IT Supervisor position, an Office Admin./Support Mgr to a Contract Analyst, Intermediate, a Sr. Telecomm/Project Mgr. to an IT Project Manager, Senior, and the creation of a new System Administrator, Int to assist with the operations of the County Enterprise server infrastructure position.</p> | | |
| | | | |
| Purchasing | Admin. Asst. Intermediate | (1.0) | 6/19/16, 16-0035 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------------|---|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| Purchasing Continued | Administrative Specialist, Inter. | 1.0 | 6/19/16, 16-0035 CA |
| | Assistant County Purchasing | (1.0) | 6/19/16, 16-0035 CA |
| | Assistant County Purchasing | 1.0 | 6/19/16, 16-0035 CA |
| | Buyer | (4.0) | 6/19/16, 16-0035 CA |
| | Buyer | 4.0 | 6/19/16, 16-0035 CA |
| | Buyer Supervisor | (1.0) | 6/19/16, 16-0035 CA |
| | Buyer Supervisor | 1.0 | 6/19/16, 16-0035 CA |
| | Formal Bid Buyer | (1.0) | 6/19/16, 16-0035 CA |
| | Formal Bid Supervisor | 1.0 | 6/19/16, 16-0035 CA |
| | Inventory Control Clerk, Senior | (3.0) | 6/19/16, 16-0035 CA |
| | Inventory Control Clerk, Inter. | 3.0 | 6/19/16, 16-0035 CA |
| | Inventory Analyst | (1.0) | 6/19/16, 16-0035 CA |
| | Inventory Lead | 1.0 | 6/19/16, 16-0035 CA |
| | Inventory Bid Technician | (2.0) | 6/19/16, 16-0035 CA |
| | Procurement Data Analyst | 2.0 | 6/19/16, 16-0035 CA |
| | Mail Copy Room Operator | (2.0) | 6/19/16, 16-0035 CA |
| | Purchasing Utility Clerk | 2.0 | 6/19/16, 16-0035 CA |
| | Purchasing Foreman | (1.0) | 6/19/16, 16-0035 CA |
| | Purchasing Utility Lead | 1.0 | 6/19/16, 16-0035 CA |
| | Total | 0.0 | |
| | <p>In alignment with the County-wide 7 year reclassification plan, in June 2016, the Chief Administrator approved to regrade an Admin. Asst. Intermediate to an Administrative Specialist, Intermediate, the Assistant County Purchasing agent position, four Buyers, the Buyer Supervisor, the Formal Bid Buyer to a Formal Bid Supervisor, three Inventory Control Clerk, Senior to three Inventory Control Clerk, Intermediate, the Inventory Analyst to an Inventory Lead, two Inventory Bid Technician to two Procurement Data Analyst positions, two mail copy room operators to two Purchasing Utility Clerks, and a Purchasing Foreman to a Purchasing Utility Lead position.</p> | | |
| Tax Office | Chief Deputy | (1.0) | 10/7/15, 16-0006 CA |
| | Chief Deputy Tax Assessor – Collector | 1.0 | 10/7/15, 16-0006 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| General Government Continued: | | | |
| Tax Office Continued | Office Specialist | (0.5) | 6/19/16, 16-0041 CA |
| | Vehicle Title Clerk | (1.0) | 6/19/16, 16-0041 CA |
| | Vehicle Title Clerk | 1.0 | 6/19/16, 16-0041 CA |
| | Vehicle Title Clerk - Conversion of 3 Part Time to 2 Full Time | (1.5) | Budget Hearings 17 |
| | Vehicle Title Clerk - Conversion of 3 Part Time to 2 Full Time | 2.0 | Budget Hearings 17 |
| | Investigator | 1.0 | Budget Hearings 17 |
| | Training Coord./Supervisor | 1.0 | Budget Hearings 17 |
| | Total | 2.0 | |
| | <p>In October 2015, the Chief Administrator approved to regrade the Chief Deputy to a Chief Deputy Tax Assessor – Collector as part of the 7 year County-wide reorganization initiative. On June 2016, the Chief Administrator approved to eliminate the Office Specialist position that was covered half with General Funds and half with Special Revenue funds, the funds saved in General Fund were used to convert a part-time Vehicle Title Clerk to a full-time Vehicle Title Clerk, and the funds saved in Special Revenue were used to create an Administrative Assistant to assist with the overall strategic plan of increasing vehicle registrations and titles and the assist in the next phase of the Scofflaw Program.. During budget hearings for fiscal year 2017, County Commissioners approved to convert three part time Vehicle Title Clerk positions to two full-time regular Vehicle Title Clerk positions, to create a new Investigator, and a Training Coord./Supervisor position.</p> | | |
| | | | |
| Total General Government: | | 13.5 | |
| Health & Welfare: | | | |
| Border Children's Mental Health | MHSS Director | (1.0) | 10/13/15, 16-0014 CA |
| General Fund | Administrative Assistant | (1.0) | 7/17/16, 16-0046 CA |
| | Administrative Assistant, Intermediate | 1.0 | 7/17/16, 16-0046 CA |
| | Care Manager | (1.0) | 7/17/16, 16-0046 CA |
| | Care Manager, Intermediate | 1.0 | 7/17/16, 16-0046 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Health and Welfare Continued: | | | |
| Border Children's Mental Health | Care Manager, Senior | (2.0) | 7/17/16, 16-0046 CA |
| General Fund Continued | Care Manager, Intermediate | 2.0 | 7/17/16, 16-0046 CA |
| | Office Specialist | (1.0) | 7/17/16, 16-0046 CA |
| | Office Assistant | 1.0 | 7/17/16, 16-0046 CA |
| | Office Specialist | (1.0) | 7/31/16, 16-0047 CA |
| | Administrative Specialist, Intermediate | 1.0 | 7/31/16, 16-0047 CA |
| | Youth Services Manager | (1.0) | Budget Hearings 17 |
| | Counselor | (3.0) | Budget Hearings 17 |
| | Total | (5.0) | |
| | <p>In October 2015, the Chief Administrator approved to eliminate the MHSS Director position to offset the cost of creating a Special Events Manager position under Parks and Special Events. On July 2016 the Chief Administrator approved to regrade the Administrative Assistant to an Administrative Assistant, Intermediate, a Care Manager to a Care Manager, Intermediate, two Care Manager, Senior positions to two Care Manager, Intermediate positions, an Office Specialist to an Office Assistant, and Office Specialist to an Administrative Specialist, Intermediate as part of the 7 year County-wide reorganization initiative. During budget Hearings for fiscal year 2017, County Commissioners approved to eliminate a Youth Services Manager, and to transfer three Counselors to the Juvenile Probation Department.</p> | | |
| General Assistance | Account Clerk | (1.0) | 7/17/16, 16-0046 CA |
| | Accounting Specialist, Senior | 1.0 | 7/17/16, 16-0046 CA |
| | Caseworker | (3.0) | 7/17/16, 16-0046 CA |
| | Eligibility Officer, Intermediate | 3.0 | 7/17/16, 16-0046 CA |
| | Case Worker, Senior | (1.0) | 7/17/16, 16-0046 CA |
| | Eligibility Officer, Intermediate | 1.0 | 7/17/16, 16-0046 CA |
| | Community Service Aide | (2.0) | 7/17/16, 16-0046 CA |
| | Eligibility Officer | 2.0 | 7/17/16, 16-0046 CA |
| | GA/VA Child W. Svc P Manager | (1.0) | 7/17/16, 16-0046 CA |
| | VA Assistance Program Manager | 1.0 | 7/17/16, 16-0046 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------------|--|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Health and Welfare Continued: | | | |
| General Assistance Continued | GA/VA Specialist | (1.0) | 7/17/16, 16-0046 CA |
| | VA Specialist | 1.0 | 7/17/16, 16-0046 CA |
| | Office Specialist | (2.0) | 7/17/16, 16-0046 CA |
| | Administrative Specialist | 2.0 | 7/17/16, 16-0046 CA |
| | VA Assistance Program Manager | (1.0) | 7/17/16, 16-0046 CA |
| | VA Specialist | (1.0) | Budget Hearings 17 |
| | Total | (2.0) | |
| | <p>In July 2016, in alignment with the County-wide 7 year reclassification plan and a departmental reorganization, the Chief Administrator approved to regrade the Account Clerk to an Accounting Specialist, Senior, three Caseworker positions to three Eligibility Officer, Intermediate positions, a Case Worker, Senior to an Eligibility Officer, Intermediate, two Community Service Aide positions to two Eligibility Officer positions, regrade the GA/VA Specialist to a VA Specialist, and two Office Specialist positions to two Administrative Specialist positions. Additionally, the GA/VA Child W. Svc P Manager was regraded to a VA Assistance Program Manager and transferred from the General Assistance account to Veterans Assistance account.</p> | | |
| Nutrition Administration | Accounting Technician | (1.0) | 7/17/16, 16-0046 CA |
| | Administrative Specialist, Senior | 1.0 | 7/17/16, 16-0046 CA |
| | Case Manager | (1.0) | 7/17/16, 16-0046 CA |
| | Eligibility Officer, Senior | 1.0 | 7/17/16, 16-0046 CA |
| | Caseworker, Senior | (1.0) | 7/17/16, 16-0046 CA |
| | Eligibility Officer, Senior | 1.0 | 7/17/16, 16-0046 CA |
| | Nutrition Center Coordinator | (5.0) | 7/17/16, 16-0046 CA |
| | Nutrition Services Coordinator | 5.0 | 7/17/16, 16-0046 CA |
| | Nutrition Program Manager | (1.0) | 7/17/16, 16-0046 CA |
| | Community Services Program Manager | 1.0 | 7/17/16, 16-0046 CA |
| | Office Specialist, Intermediate | (1.0) | 7/17/16, 16-0046 CA |
| | Data Entry Operator | 1.0 | 7/17/16, 16-0046 CA |
| | Office Specialist, Intermediate | (1.0) | 7/17/16, 16-0046 CA |
| | Data Entry Operator | 1.0 | 7/17/16, 16-0046 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--------------------------------------|--|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Health and Welfare Continued: | | | |
| Nutrition Administration | Nutrition Svcs Coordinator | (1.0) | Budget Hearings 17 |
| Continued | Total | (1.0) | |
| | <p>In July 2016, in alignment with the County-wide 7 year reclassification plan and a departmental reorganization, the Chief Administrator approved to regrade the Accounting Technician to an Administrative Specialist, Senior, the Case Manager to an Eligibility Officer, Senior, a Caseworker, Senior to an Eligibility Officer, Senior, five Nutrition Coordinator positions to five Nutrition Services Manager positions, a Nutrition Program Manager position to a Community Services Program Manager, an Office Specialist, Intermediate to a Data Entry Operator, and an Office Specialist, Intermediate to a Data Entry Operator. During budget hearings for fiscal year 2017, County Commissioners approved to delete the Nutrition Svcs Coordinator position.</p> | | |
| | | | |
| On-Site Sewage Inspections | Health Inspector | (3.0) | 10/25/15, 15-0051 CA |
| | Health Inspector | 3.0 | 10/25/15, 15-0051 CA |
| | Health Inspector Supervisor | (1.0) | 10/25/15, 15-0051 CA |
| | Health Inspector Supervisor | 1.0 | 10/25/15, 15-0051 CA |
| | Total | 0.0 | |
| | <p>In October 2015, the Chief Administrator approved to regrade the three Health Inspector positions and the Health Inspector Supervisor position as part of the 7 year County-wide reorganization initiative.</p> | | |
| | | | |
| Veterans Assistance | VA Assistance Program Manager | 1.0 | 7/17/16, 16-0046 CA |
| | VA Specialist | 1.0 | Budget Hearings 17 |
| | Total | 2.0 | |
| | <p>In July 2016, The Chief Administrator approved to transfer the VA Assistance Program Manager position from the General Assistance account to Veterans Assistance account. During budget hearings for fiscal year 2017, County Commissioners approved to transfer the VA Specialist from General Assistance to Veterans Assistance.</p> | | |
| | | | |
| Total Health and Welfare: | | (6.0) | |
| | | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|----------------------------------|--|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Public Safety: | | | |
| Constable Precinct No. 5 | Administrative Assistant | 1.0 | Budget Hearings 17 |
| | Total | 1.0 | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to transfer the Administrative Assistant position from Constable Precinct No. 7 to Constable Precinct No. 5 due to an increase in workload. | | |
| Constable Precinct No. 7 | Administrative Assistant | (1.0) | Budget Hearings 17 |
| | Total | (1.0) | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to transfer the Administrative Assistant position from Constable Precinct No. 7 to Constable Precinct No. 5 due to an increase in workload. | | |
| JPD Community Based GF | Probation Officer | (1.0) | Budget Hearings 17 |
| | Total | (1.0) | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to transfer the Probation Officer position to the Juvenile Probation GF account. | | |
| Juvenile Probation GF | Diversions Prog. Coord. | 1.0 | Budget Hearings 17 |
| | FCO-Unit Coordinator | 1.0 | Budget Hearings 17 |
| | Probation Officer | 9.0 | Budget Hearings 17 |
| | Sr. Prob. Officer Intake | (1.0) | Budget Hearings 17 |
| | Counselor | 3.0 | Budget Hearings 17 |
| | Total | 13.0 | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to create a Diversions Prog. Coord. position, create a FCO-Unit Coordinator, delete a Sr. Prob. Officer Intake, transfer in three Counselors from the Mental Health Support Services department, and to transfer in a Probation Officer from JPD Community Based account. | | |
| Public Works SO Detention | Facility Maintenance Super | (1.0) | 11/8/15, 16-0011 CA |
| Maintenance | Facilities Superintendent | 1.0 | 11/8/15, 16-0011 CA |
| | Electronic Sys. Spec. Lead | (1.0) | 12/20/15, 16-0017 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date | |
|--|---|-------------------------|----------------------|---------------------|
| GENERAL FUND CONTINUED: | | | | |
| Public Safety: | | | | |
| Public Works SO Detention Maintenance Continued | Facilities Maint. Mech., Senior/Plumber | 1.0 | 12/20/15, 16-0017 CA | |
| | Electronic Technician | (1.0) | 12/20/15, 16-0017 CA | |
| | Facilities Maint. Mech., Inter. | 1.0 | 12/20/15, 16-0017 CA | |
| | Maintenance Mechanic | (7.0) | 12/20/15, 16-0017 CA | |
| | Facilities Maintenance Mechanic | 5.0 | 12/20/15, 16-0017 CA | |
| | Facilities Maint. Mech., Senior/Electrician | 2.0 | 12/20/15, 16-0017 CA | |
| | Maintenance Mechanic | (1.0) | 12/20/15, 16-0017 CA | |
| | Facilities Maintenance Mechanic | 1.0 | 12/20/15, 16-0017 CA | |
| | Maintenance Mechanic | (1.0) | 12/20/15, 16-0018 CA | |
| | Facilities Maint. Mech., Senior/HVAC | 1.0 | 12/20/15, 16-0018 CA | |
| | Maintenance Mechanic | (1.0) | 12/20/15, 16-0018 CA | |
| | Facilities Maintenance Mechanic | 1.0 | 12/20/15, 16-0018 CA | |
| | Total | | 0.0 | |
| | <p>In November 2015, the Chief Administrator approved to regrade a Facility Maintenance Super to a Facilities Superintendent, as part of the 7 year County-wide reorganization initiative. In December 2015, the reclassification analysis continued resulting in the approval by the Chief Administrator the regrade an Electronic Sys. Spec Lead position to a Facilities Maintenance Mech, an Electronic Technician to a Facilities Maintenance Mech, seven Maintenance Mechanic position to five Facilities Maintenance Mechanic positions and two Facilities Maintenance Mechanic, Senior/Electrician, a Maintenance Mechanic to a Facilities Maintenance Mechanic position, a Maintenance Mechanic to a Facilities Maintenance Mechanic, Senior/HVAC position, and a Maintenance Mechanic to a Facilities Maintenance Mechanic.</p> | | | |
| | Public Works SO HQ Substation Maintenance | Facilities Manager | (1.0) | 11/8/15, 16-0011 CA |
| Special Facility Maintenance | | 1.0 | 11/8/15, 16-0011 CA | |
| Maintenance Mechanic | | (2.0) | 12/20/15, 16-0017 CA | |
| Facilities Maintenance Mechanic | | 2.0 | 12/20/15, 16-0017 CA | |
| Total | | 0.0 | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|---|-------------------------|----------------------|
| GENERAL FUND CONTINUED: | | | |
| Public Safety: | | | |
| Public Works SO HQ Substation Maintenance Continued | In November 2015, the Chief Administrator approved to regrade the Facilities Manager to a Special Facility Maintenance position as part of the 7 year reorganization initiative. In December 2015, the reclassification analysis continued resulting in the approval by the Chief Administrator to regrade two Maintenance Mechanic positions to two Facilities Maintenance Mechanic positions. | | |
| Public Works SO Jail Annex | Facility Maintenance Supervisor | (1.0) | 11/8/15, 16-0011 CA |
| Maintenance | Facilities Superintendent | 1.0 | 11/8/15, 16-0011 CA |
| | Electronic Sys. Spec. Lead | (1.0) | 12/20/15, 16-0017 CA |
| | Facilities Maint. Mechanic, Senior/Electronics | 1.0 | 12/20/15, 16-0017 CA |
| | Maintenance Mechanic | (7.0) | 12/20/15, 16-0017 CA |
| | Facilities Maintenance Mechanic | 7.0 | 12/20/15, 16-0017 CA |
| | Maintenance Mechanic | (1.0) | 12/20/15, 16-0017 CA |
| | Facilities Maintenance Mechanic | 1.0 | 12/20/15, 16-0017 CA |
| | Maintenance Mechanic | (1.0) | 12/20/15, 16-0018 CA |
| | Facilities Maint. Mechanic, Senior/HVAC | 1.0 | 12/20/15, 16-0018 CA |
| | Maintenance Mechanic | (1.0) | 12/20/15, 16-0018 CA |
| | Facilities Maintenance Mechanic | 1.0 | 12/20/15, 16-0018 CA |
| | Total | 0.0 | |
| | In November 2015, the Chief Administrator approved to regrade the Facility Maintenance Supervisor position to a Facilities Superintendent position as part of the 7 year County-wide reorganization initiative. In December 2015, the reclassification analysis continued resulting in the approval by the Chief Administrator to regrade the Electronic Sys. Spec. Lead to a Facilities Maintenance Mechanic, Senior/Electronics position, regrade seven Maintenance Mechanic positions to Facilities Maintenance Mechanic positions, a Maintenance Mechanic to a Facilities Maintenance Mechanic positions, a Maintenance Mechanic to a Facilities Maintenance Mechanic, Senior/HVAC position, and a Maintenance Mechanic to a Facilities Maintenance Mechanic position.. | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---------------------------------|--|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Public Safety: | | | |
| Sheriff Academy Training | Deputy Sheriff | (1.0) | 8/14/16, 16-0038 CA |
| General Fund | Detention Officer | 2.0 | 8/14/16, 16-0038 CA |
| | Total | 1.0 | |
| | In August 2016, the Chief Administrator approved to transfer out a Deputy Sheriff from the Sheriff Training Academy account to Sheriff-Patrol, and a transfer in of two Detention Officers from Sheriff Jail Annex account to align personnel assignments under Sheriff departments. | | |
| | | | |
| Sheriff- BCI | Deputy Sheriff | (2.0) | Budget Hearings 17 |
| | Detective | (4.0) | Budget Hearings 17 |
| | Sergeant | (1.0) | Budget Hearings 17 |
| | Total | (7.0) | |
| | During budget hearings for fiscal year 2017, County Commissioners approved the transfer of the Sheriff-BCI division which includes two Deputy Sheriff positions, four Detective positions, and a Sergeant position to the Sheriff-CID Enforcement account. | | |
| | | | |
| Sheriff- CID Enforcement | Commander | (1.0) | 10/1/15, 15-0052 CA |
| | Admin Coordinator | 1.0 | Budget Hearings 17 |
| | Civil Evidence Clerk, Intermediate | 1.0 | Budget Hearings 17 |
| | Deputy Sheriff | 2.0 | Budget Hearings 17 |
| | Detective | 4.0 | Budget Hearings 17 |
| | Sergeant | 1.0 | Budget Hearings 17 |
| | Total | 8.0 | |
| | In October 2015, the Chief Administrator approved to eliminate a Commander position under the Sheriff-CID Enforcement account to allow for the regrade of various positions in other Sheriff accounts to support a departmental reorganization to assist in operational efficiencies. During budget hearings for fiscal year 2017, County Commissioners approved to create an Admin Coordinator position and a Civil Evidence Clerk, Intermediate position that were previously funded under a grant by deleting a Detention Officer under the Sheriff Detention account and another under Sheriff Jail Annex. Additionally, Commissioners Court approved to transfer the transfer of the Sheriff-BCI division which | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---|---|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Public Safety: | | | |
| Sheriff- CID Enforcement Continued | includes two Deputy Sheriff positions, four Detective positions, and a Sergeant position to the Sheriff-CID Enforcement account. | | |
| Sheriff- Detention Facility | Assistant Chief Deputy Sheriff | 1.0 | 10/1/15, 15-0052 CA |
| | Detention Officer | (8.0) | 10/1/15, 15-0052 CA |
| | Office Specialist, Intermediate | 4.0 | 10/1/15, 15-0052 CA |
| | Admin. Assistant, Intermediate | (1.0) | 4/24/16, 16-0032 CA |
| | Admin. Assistant, Senior | 1.0 | 4/24/16, 16-0032 CA |
| | Detention Officer | (2.0) | 4/24/16, 16-0032 CA |
| | Office Specialist, Intermediate | 4.0 | 4/24/16, 16-0032 CA |
| | Accountant | (1.0) | 8/14/16, 16-0043 CA |
| | Accounting Supervisor | 1.0 | 8/14/16, 16-0043 CA |
| | Office Specialist, Intermediate | (12.0) | 7/19/16, 16-0050 CA |
| | Detention Officer | 18.0 | 7/19/16, 16-0050 CA |
| | Detention Officer | (1.0) | Budget Hearings 17 |
| | Total | 4.0 | |
| | <p>In October 2015, the Chief Administrator approved to eliminate 8 Detention Officer positions under Sheriff-Detention Facility to create four Office Specialist, Intermediate positions and an Assistant Chief positions to support a departmental reorganization to assist in operations efficiencies. In April 2016, the Chief Administrator approved to regrade an Admin. Assistant, Intermediate to an Admin. Assistant, Senior, eliminate two Detention Officer positions, create four Office Specialist, Intermediate positions to align duties and responsibilities. In July 2016, the Chief Administrator approved to regrade an Accountant to an Accounting Supervisor position, and to regrade 18 Office Specialist, Intermediate positions to Detention Officer positions. During budget hearings for fiscal year 2017, County Commissioners approved to eliminate a Detention Officer as an offset to the creation of the Admin Coordinator position and the Civil Evidence Clerk, Intermediate position under Sheriff-CID Enforcement.</p> | | |
| Sheriff- Jail Annex | Assistant Chief Deputy Sheriff | 1.0 | 10/1/15, 15-0052 CA |
| | Office Specialist, Intermediate | 4.0 | 10/1/15, 15-0052 CA |
| | Admin. Assistant, Intermediate | (1.0) | 4/24/16, 16-0032 CA |
| | Admin. Assistant, Senior | 1.0 | 4/24/16, 16-0032 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---------------------------------|--|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Public Safety: | | | |
| Sheriff- Jail Annex | Detention Officer | (6.0) | 4/24/16, 16-0032 CA |
| Continued | Office Specialist, Intermediate | 4.0 | 4/24/16, 16-0032 CA |
| | Office Specialist, Intermediate | (12.0) | 7/19/16, 16-0050 CA |
| | Detention Officer | 6.0 | 7/19/16, 16-0050 CA |
| | Detention Officer | (2.0) | 8/14/16, 16-0038 CA |
| | Office Specialist, Inter | (1.0) | 8/14/16, 16-0038 CA |
| | Detention Officer | (1.0) | Budget Hearings 17 |
| | Total | (7.0) | |
| | <p>In October 2015, The Chief Administrator approved to create four Office Specialist, Intermediate positions and an Assistant Chief positions to support a departmental reorganization to assist in operation efficiencies. In April 2016, the Chief Administrator approved to regrade an Admin. Assistant, Intermediate to an Admin. Assistant, Senior, eliminate six Detention Officer positions, and create four Office Specialist, Intermediate positions. In July 2016, the Chief Administrator approved to regrade twelve Office Specialist, Intermediate positions to six Detention Officer positions to align position with responsibilities. In August 2016, the Chief Administrator approved to Transfer two Detention Officer positions from Sheriff-Jail Annex to Sheriff Academy Training, and to transfer an Office Specialist, Intermediate to the Sheriff-Law Enforcement to better reflect the personnel staffing assignments. During budget hearings for fiscal year 2017, County Commissioners approved to eliminate a Detention Officer as an offset to the creation of the Admin Coordinator position and the Civil Evidence Clerk, Intermediate position under Sheriff-CID Enforcement.</p> | | |
| Sheriff- Law Enforcement | Commander | (1.0) | 10/1/15, 15-0052 CA |
| | Assistant Chief Deputy Sheriff | (1.0) | 10/1/15, 15-0052 CA |
| | Chief Deputy Sheriff | 1.0 | 10/1/15, 15-0052 CA |
| | Grant Administrator | (1.0) | 3/21/16, CCO #10 |
| | Grant Writer | (1.0) | 3/21/16, CCO #10 |
| | Administrative Assistant | (1.0) | 4/24/16, 16-0032 CA |
| | Administrative Assistant, Senior | 1.0 | 4/24/16, 16-0032 CA |
| | Civln. Comm.Spec.-Trainee | (1.0) | 4/24/16, 16-0032 CA |
| | Civln. Comm.Spec./Shift Spv | 1.0 | 4/24/16, 16-0032 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---------------------------------|---|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Public Safety: | | | |
| Sheriff- Law Enforcement | Civ. Com. Spec. Manager | (1.0) | 4/24/16, 16-0032 CA |
| Continued | Civ. Com. Spec. Manager | 1.0 | 4/24/16, 16-0032 CA |
| | Office Specialist, Intermediate | 1.0 | 8/14/16, 16-0038 CA |
| | Total | (2.0) | |
| | <p>In October 2015, The Chief Administrator approved to eliminate a Commander position, and to re-grade an Assistant Chief to a Chief Deputy Sheriff to support a departmental reorganization to assist in operation efficiencies. In March 2016, County Commissioners approved to transfer the Grant Administrator and the Grant Writer positions from Sheriff- Law Enforcement to the County Administration Department in an effort to consolidate transit and grants management. In April 2016, The Chief Administrator approved to re-grade an Administrative Assistant to an Administrative Assistant, Senior, regrade a Civln. Comm. Spec-Trainee to a Civln. Comm. Spec./Shift Spv, and regrade a Civ. Com. Spec. Manager effort to support the department's reorganization. In August 2016, the Chief Administrator approved to transfer an Office Specialist, Intermediate from Sheriff- Jail Annex to Sheriff-Law Enforcement to better reflect personnel staffing assignments.</p> | | |
| Sheriff – Patrol | Deputy Sheriff | 1.0 | 8/14/16, 16-0038 CA |
| | Total | 1.0 | |
| | <p>In August 2016, the Chief Administrator approved to transfer out a Deputy Sheriff to Sheriff-Patrl into the Sheriff Academy Training account to better reflect the personnel staffing assignments under Sheriff departments.</p> | | |
| | | | |
| Total Public Safety: | | 10.0 | |
| Public Works: | | | |
| County Graffiti Wipe Out | Graffiti Program Coordinator | 1.0 | Budget Hearings 16 |
| General Fund | Graffiti Program Specialist | 1.0 | Budget Hearings 17 |
| | Total | 2.0 | |
| | <p>During fiscal year 2016, Commissioners Court approved the transfer of the Graffiti Program Coordinator from the Building Maintenance account into the County Graffiti Wipe Out General Fund budget. During Budget Hearings for fiscal year 2017, County Commissioners approved to create a Graffiti Program Specialist positions.</p> | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Public Safety: | | | |
| Total Public Works: | | 2.0 | |
| Resource Development: | | | |
| Agrilife Extension (Agricultural Co-Op) | Administrative Assistant | (1.0) | 7/31/16, 16-0048 CA |
| | Admin Specialist, Inter. | 1.0 | 7/31/16, 16-0048 CA |
| | Office Specialist, Inter. | (1.0) | 7/31/16, 16-0048 CA |
| | Office Assistant | 1.0 | 7/31/16, 16-0048 CA |
| | Office Supervisor | (1.0) | 7/31/16, 16-0048 CA |
| | Administrative Services Manager | 1.0 | 7/31/16, 16-0048 CA |
| Total | | 0.0 | |
| <p>In July 2016, the Chief Administrator approved to regrade the Administrative Assistant to an Admin Specialist, Inter., the Office Specialist, Inter. to an Office Assistant, and the Office Supervisor to an Administrative Services Manager position as part of the 7 year County-wide reorganization initiative.</p> | | | |
| Economic Development Department | Economic Development Director | 1.0 | 3/21/16, CCO #16 |
| | Heritage Tourism/Historic Preservation | 1.0 | 9/9/16, 16-0056 CA |
| | Research Analyst | 1.0 | Budget Hearings 17 |
| | Economic Development Specialist | 1.0 | Budget Hearings 17 |
| Total | | 4.0 | |
| <p>In March 2016, County Commissioners approved to create an Economic Development Department which included the creation of an Economic Development Director position. In September 2016, the Chief Administrator approved to create a Heritage Tourism/Historic Preservation position by using the offset of the elimination of positions in Parks and Specials events and in the County Administration Department as a result of realignment of duties and responsibilities. During budget hearings for fiscal year 2017, County Commissioners approved to create a Research Analyst position and an Economic Development Specialist position.</p> | | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|------------------------|-------------------------|---------------------|
| GENERAL FUND CONTINUED: | | | |
| Resource Development Continued: | | | |
| Total Resource Development: | | 4.0 | |
| TOTAL GENERAL FUND: | | 61.5 | |
| SPECIAL REVENUE FUND: | | | |
| Administration of Justice: | | | |
| Court Initiated Guardianship | Account Clerk | 1.0 | 7/18/16, CCO #3M |
| | Account Clerk | (1.0) | 8/22/16, CCO #3M |
| | Total | 0.0 | |
| In July 2016, County Commissioners approved to create a temporary Account Clerk for six weeks to process annual accounts filed in guardianship cases and the position was deleted in August 2017 after meeting the time frame. | | | |
| Total Administration of Justice: | | 0.0 | |
| Culture & Recreation: | | | |
| Law Library | Asst. Library Manager | (1.0) | 7/17/16, 16-0042 CA |
| | Asst. Library Manager | 1.0 | 7/17/16, 16-0042 CA |
| | Law Library Manager | (1.0) | 7/17/16, 16-0042 CA |
| | Law Library Manager | 1.0 | 7/17/16, 16-0042 CA |
| | Law Library Technician | (1.0) | 7/17/16, 16-0042 CA |
| | Law Library Technician | 1.0 | 7/17/16, 16-0042 CA |
| | Total | 0.0 | |
| In July 2016, County Commissioners approved to regrade the Asst. Library Manager, the Law Library Manager, and the Law Library Technician positions as part of the 7 year County-wide reorganization initiative. | | | |
| Total Culture and Recreation: | | 0.0 | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---|---|-------------------------|----------------------|
| SPECIAL REVENUE FUND CONTINUED: | | | |
| General Government Continued: | | | |
| County Clerk Records Management and Preservation | Functional Analyst | 1.0 | Budget Hearings 17 |
| | Records Mgmt, Administrator | (1.0) | Budget Hearings 17 |
| | Total | 0.0 | |
| | During budget hearings for fiscal year 2017, County Commissioners approved to eliminate the Records Mgmt Administrator position and create a Functional Analyst position. | | |
| Elections Contract Services | Voter Registration Temp | (4.0) | 10/11/15, 16-0008 CA |
| | Voter Registration Temp (Temp Pool) | 1.0 | 10/11/15, 16-0008 CA |
| | Total | (3.0) | |
| | In October 2015, the Chief Administrator approved to convert the four Voter Registration Temp positions to one Voter Registration Temp temporary pool to appropriately meet the department's needs. | | |
| Tax Office Discretionary Fund | Office Specialist | (0.5) | 6/19/16, 16-0041 CA |
| | Administrative Assistant | 1.0 | 6/19/16, 16-0041 CA |
| | Total | 0.5 | |
| | In June 2016, the Chief Administrator approved to eliminate the Office Specialist position that was covered half with General Funds and half with Special Revenue funds, the funds saved in General Fund were used to convert a part-time Vehicle Title Clerk to a full-time Vehicle Title Clerk, and the funds saved in Special Revenue were used to create an Administrative Assistant to assist with the overall strategic plan of increasing vehicle registrations and titles and the assist in the next phase of the Scofflaw Program. | | |
| | | | |
| Total General Government: | | (2.5) | |
| Public Works: | | | |
| Roads and Bridges | Truck Driver | (13.0) | 10/25/15, 15-0041 CA |
| | Road/Maintenance Worker | 13.0 | 10/25/15, 15-0041 CA |
| | Truck Driver | (2.0) | 10/25/15, 15-0047 CA |
| | Road Superintendent | (1.0) | 10/25/15, 15-0047 CA |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---|--|-------------------------|----------------------|
| SPECIAL REVENUE FUND CONTINUED: | | | |
| General Government Continued: | | | |
| Roads and Bridges Continued | Truck Driver, Intermediate | (16.0) | 10/25/15, 15-0041 CA |
| | Road/Maintenance Worker, Inter. | 16.0 | 10/25/15, 15-0041 CA |
| | Truck Driver, Senior | (9.0) | 10/25/15, 15-0041 CA |
| | Road/Maintenance Worker, Senior | 9.0 | 10/25/15, 15-0041 CA |
| | Rd. Construction Inspector | (2.0) | 10/25/15, 15-0041 CA |
| | Rd. Construction Inspector | 2.0 | 10/25/15, 15-0041 CA |
| | Sr. Cons. Inspector | (1.0) | 10/25/15, 15-0046 CA |
| | Rd. Construction Inspector | 1.0 | 10/25/15, 15-0046 CA |
| | Heavy Equipment Operator | (3.0) | 11/8/15, 16-0010 CA |
| | Equipment Operator | 3.0 | 11/8/15, 16-0010 CA |
| | Traffic Operations Specialist | (1.0) | 11/8/15, 16-0010 CA |
| | Traffic Operations Specialist | 1.0 | 11/8/15, 16-0010 CA |
| | Heavy Equipment Operator, Inter. | (4.0) | 11/8/15, 16-0010 CA |
| | Equipment Operator, Inter. | 4.0 | 11/8/15, 16-0010 CA |
| | Heavy Equipment Operator, Senior | (6.0) | 11/8/15, 16-0010 CA |
| | Equipment Operator, Senior | 6.0 | 11/8/15, 16-0010 CA |
| | Welder | (1.0) | 11/8/15, 16-0010 CA |
| | Welder | 1.0 | 11/8/15, 16-0010 CA |
| | Maintenance Foreman | (3.0) | 11/8/15, 16-0010 CA |
| | Road/Maintenance Foreman | 3.0 | 11/8/15, 16-0010 CA |
| | Road & Bridge Manager | (1.0) | 11/8/15, 16-0010 CA |
| | Associate Deputy Director of Road & Bridge | 1.0 | 11/8/15, 16-0010 CA |
| | Construction Project Mgr | (1.0) | 11/8/15, 16-0011 CA |
| | Maint/Water Opera Foreman | (1.0) | 12/20/15, 16-0020 CA |
| | Maint/Water Opera Foreman | 1.0 | 12/20/15, 16-0020 CA |
| | Total | (4.0) | |
| In October 2015, the Chief Administrator approved to regrade 13 Truck Driver positions to 13 Road/Maintenance Worker positions, eliminate | | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|--|--|-------------------------|----------------------|
| SPECIAL REVENUE FUND CONTINUED: | | | |
| General Government Continued: | | | |
| Roads and Bridges Continued | <p>two Truck Driver positions, eliminate a Road Superintendent, regrade 16 Truck Driver, Intermediate positions to 16 Road/Maintenance Worker, Inter., nine Truck Driver, Senior positions to Road/Maintenance Worker, Senior positions, regrade two Rd. Construction Inspector positions, and regrade a Sr. Cons. Inspector position to a Rd. Construction Inspector as part of the 7 year County-wide reorganization initiative. In November 2015, the reclassification analysis continued resulting in the approval by the Chief Administrator to regrade three Heavy Equipment Operator positions to three Equipment Operator positions, a Traffic Operations Specialist position, four Heavy Equipment Operator, Inter. positions to four Equipment Operator, Inter. positions, six Heavy Equipment Operator, Senior positions to six Equipment Operator, Senior positions, a Welder position, three Maintenance Foreman positions to three Road/Maintenance Foreman positions, a Road & Bridge Manager position to an Associate Deputy Director of Road & Bridge position, and eliminated a Construction Project Mgr. Additionally, in December 2015, the Chief Administrator approved to regrade the maint/Water Opera Foreman as part of the 7 year County-wide reorganization initiative.</p> | | |
| Roads and Bridges Fleet | Mechanic, Senior | (3.0) | 10/25/15, 15-0050 CA |
| | Fleet Mechanic, Senior | 3.0 | 10/25/15, 15-0050 CA |
| | Mechanic | (5.0) | 10/25/15, 15-0046 CA |
| | Fleet Mechanic | 5.0 | 10/25/15, 15-0046 CA |
| | Mechanic Foreman | (1.0) | 10/25/15, 15-0046 CA |
| | Fleet Mechanic Foreman | 1.0 | 10/25/15, 15-0046 CA |
| | Invent. Control Clk. Senior | (1.0) | 11/8/15, 16-0010 CA |
| | Supply Services Specialist | 1.0 | 11/8/15, 16-0010 CA |
| | Total | 0.0 | |
| | <p>In October 2015, the Chief Administrator approved to regrade three Mechanic, Senior positions to three Fleet Mechanic, Senior positions, five Mechanic positions to five Fleet Mechanic positions, and a Mechanic Foreman to a Fleet Mechanic Foreman as part of the 7 year County-wide reorganization initiative. Additionally, in November 2015, the Chief Administrator approved to regrade the Invent. Control Clk. Senior position to a Supply Services Specialist position as part of the 7 year County-wide reorganization initiative.</p> | | |

LISTING OF CHANGES IN AUTHORIZED POSITIONS

| Department | Position Title | Position Changes (FTEs) | Effective Date |
|---|----------------------------------|-------------------------|----------------|
| SPECIAL REVENUE FUND CONTINUED: | | | |
| Total Public Works: | | (4.0) | |
| TOTAL SPECIAL REVENUE: | | (6.5) | |
| GRANTS: | | | |
| Various Grants | Admin. Assist. (ISC) | (1.0) | |
| | Admin.Assist.(ISC) | 1.0 | |
| | Assistant Training Director | (1.0) | |
| | Bailiff | (0.5) | |
| | Civ. Evidence Custodian | (1.0) | |
| | Court Advocate | 1.0 | |
| | Court Reporter | (0.5) | |
| | Detective | (1.0) | |
| | Director (ISC) | (1.0) | |
| | Director(ISC) | 1.0 | |
| | Executive Director - Vacant | 0.5 | |
| | Field Compl. Officer | (1.0) | |
| | Grant Program Manager | (1.0) | |
| | Legal Secretary | (1.0) | |
| | Prev. and Interv. Training Tech. | 1.0 | |
| | Prob. Officer ISP | (1.0) | |
| | Subst. Abuse Therapy Coor. | (1.0) | |
| | Trial Attorney - Public Defender | (0.5) | |
| | Total | (7.0) | |
| <p>During fiscal year 2016, the County Judge was authorized to sign acceptance letters for new or renewed grants from outside agencies. As part of the grant awards, new positions were created, some were eliminated, and others were re-titled by the granting agency to better align the job duties with the specific function of each grant. Concurrently, several grants expired and funding was not renewed, resulting in either the elimination of positions or in the absorption of those positions by the County's General Fund.</p> | | | |
| TOTAL GRANTS: | | (7.0) | |

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 2017 fiscal year, the Commissioners levied an overall rate of \$0.452694 per \$100 valuation. Of this overall levy, a rate of \$0.401487 per \$100 assessed valuation is for the maintenance and operations of the County and a rate of \$0.051207 per \$100 assessed valuation is for the payment of principal, interest and costs on the County's bonded indebtedness.



EL PASO COUNTY
COMMISSIONERS COURT

CARLOS LEON
Commissioner, Pct. 1

VINCENT PEREZ
Commissioner, Pct. 3



DAVID STOUT
Commissioner, Pct. 2

ANDREW R. HAGGERTY
Commissioner, Pct. 4

VERONICA ESCOBAR
County Judge

Commissioners Court Chambers, El Paso County Courthouse
500 East San Antonio Room 303 El Paso, Texas 79901
Website address: <http://www.epcounty.com>
View live video webcast: <http://epcounty.com/video>

COMMISSIONERS COURT REGULAR MEETING MINUTES
MONDAY, SEPTEMBER 19, 2016

| | | |
|-----------------------|-------------------------|---------|
| HON. VERONICA ESCOBAR | COUNTY JUDGE, PRESIDING | PRESENT |
| CARLOS LEON | COMMISSIONER, PCT #1 | PRESENT |
| DAVID S. STOUT | COMMISSIONER, PCT #2 | PRESENT |
| VINCENT M. PEREZ | COMMISSIONER, PCT #3 | PRESENT |
| ANDREW R. HAGGERTY | COMMISSIONER, PCT #4 | PRESENT |

MINUTES PREPARED BY PATRICIA PIETZYK, DEPUTY CLERK

24. Pursuant to the Property Tax Code Section 26.05(a), adopt a tax rate for the County of El Paso.
Wallace Hardgrove, Budget Executive Director, Budget and Fiscal Policy Dept, (915) 546- 2262

MOTION: APPROVED, TO ADOPT THE PROPERTY TAX RATE FOR THE COUNTY OF EL PASO IN THE AMOUNT OF \$0.452694 PER \$100 ASSESSED VALUE FOR THE 2016 TAX YEAR. THE COMPONENTS OF THIS RATE FOR THE 2016 TAX YEAR ARE COMPRISED OF A RATE OF \$0.401487 PER \$100 ASSESSED VALUE FOR MAINTENANCE AND OPERATIONS OF THE COUNTY AND A RATE OF \$0.051207 PER \$100 ASSESSED VALUE FOR PAYMENT OF THE PRINCIPAL AND INTEREST ON THE DEBT OF THE COUNTY. FURTHER, THE TAX ASSESSOR - COLLECTOR IS AUTHORIZED TO ASSESS AND COLLECT THESE TAXES FOR THE COUNTY OF EL PASO ON OCTOBER 1, 2016.

Motion made by Commissioner Haggerty Members Voting Aye: Judge Escobar, Leon, Stout, Perez, Haggerty
Seconded by Commissioner Stout Members Voting Nay: None

TRUE AND CORRECT COPY OF THE ORIGINAL FILED IN
EL PASO COUNTY TEXAS
Debbie Briones, COUNTY CLERK



THE STATE OF TEXAS)
)

COUNTY OF EL PASO)

KNOW ALL MEN BY THESE PRESENTS:

November 28, 2016

I hereby certify that the foregoing is a true and correct certified copy of an extract of the Minutes of the El Paso County Commissioners Court meeting held September 19, 2016.



DELIA BRIONES, COUNTY CLERK
EL PASO COUNTY, TEXAS

A handwritten signature in cursive script that reads "Cesar O. Nava". The signature is written in black ink and is positioned above a horizontal line.

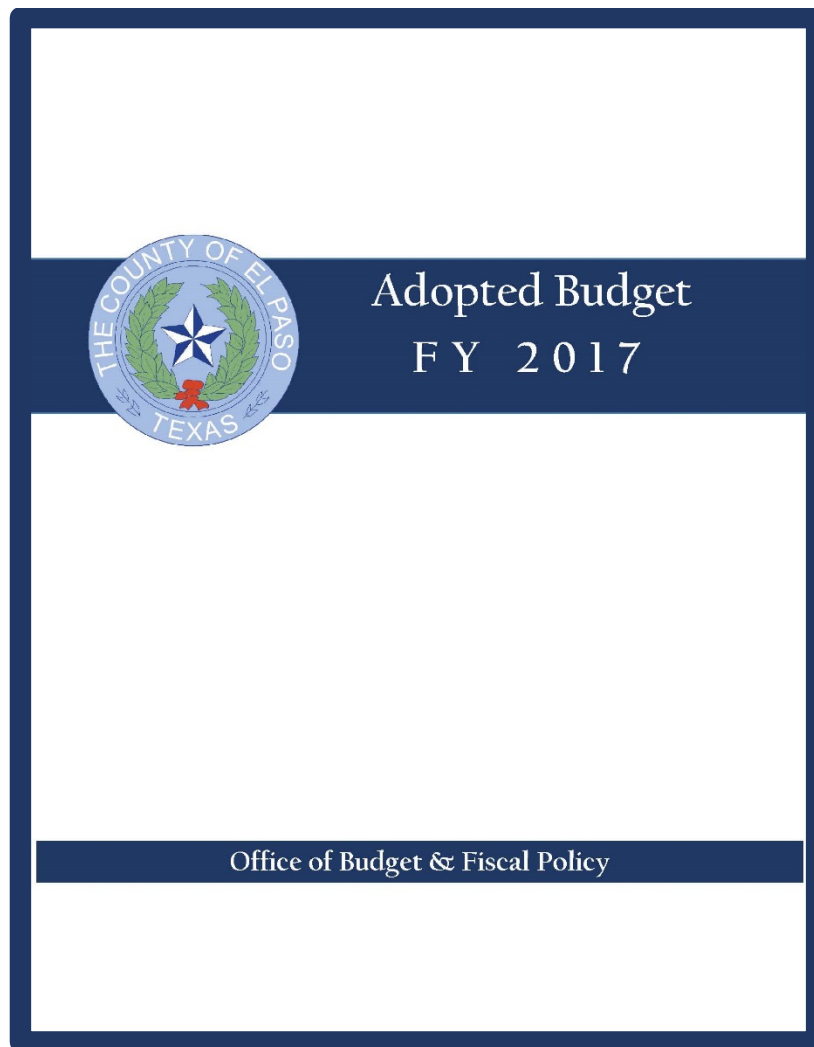
CESAR O. NAVA, DEPUTY CLERK

TRUE AND CORRECT COPY OF THE ORIGINAL FILED IN
EL PASO COUNTY TEXAS

Delia Briones, COUNTY CLERK



**COMMISSIONERS COURT ORDER
APPROVING THE OPERATING BUDGET FOR
THE FISCAL YEAR BEGINNING
OCTOBER 1, 2016**



EL PASO COUNTY
COMMISSIONERS COURT

CARLOS LEON
Commissioner, Pct. 1

VINCENT PEREZ
Commissioner, Pct. 3



DAVID STOUT
Commissioner, Pct. 2

ANDREW R. HAGGERTY
Commissioner, Pct. 4

VERONICA ESCOBAR
County Judge

Commissioners Court Chambers, El Paso County Courthouse
500 East San Antonio Room 303 El Paso, Texas 79901
Website address: <http://www.epcounty.com>
View live video webcast: <http://epcounty.com/video>

TRUE AND CORRECT COPY OF THE ORIGINAL FILED IN
EL PASO COUNTY TEXAS
Della Britton, COUNTY CLERK

COMMISSIONERS COURT REGULAR MEETING MINUTES
MONDAY, OCTOBER 3, 2016

| | | |
|-----------------------|-------------------------|---------|
| HON. VERONICA ESCOBAR | COUNTY JUDGE, PRESIDING | PRESENT |
| CARLOS LEON | COMMISSIONER, PCT #1 | PRESENT |
| DAVID S. STOUT | COMMISSIONER, PCT #2 | PRESENT |
| VINCENT M. PEREZ | COMMISSIONER, PCT #3 | PRESENT |
| ANDREW R. HAGGERTY | COMMISSIONER, PCT #4 | PRESENT |

MINUTES PREPARED BY PATRICIA PIETZYK, DEPUTY CLERK



18. Pursuant to Texas Local Government Code, § 111.068, copy attached, approve and adopt the attached County of El Paso annual operating budget for the fiscal year beginning October 1, 2016 and ending September 30, 2017.

Wallace Hardgrove, Budget Executive Director, Budget and Fiscal Policy Dept. (915) 546- 2262

MOTION: APPROVED, BUDGET CHANGES IN GENERAL FUND AS FOLLOWS, TO ADD TO THE FY17 BUDGET:

INCREASE COUNTY AUDITOR'S BUDGET IN THE AMOUNT OF \$6,934.

DECREASE SHERIFF'S OFFICE LAW BUDGET IN ACCOUNT 6204 IN THE AMOUNT OF \$34,379.

DECREASE GENERAL AND ADMINISTRATIVE ACCOUNT 3020 - RESERVES FOR SALARY INCREASES FOR REGRADES FOR FIVE POSITIONS FOR DISTRICT CLERK'S OFFICE IN THE AMOUNT OF \$13,309.

INCREASE GENERAL AND ADMINISTRATIVE ACCOUNT 3020 - RESERVES FOR SALARY INCREASES FOR ASSOCIATE JUDGES PAY POLICY SALARY INCREASES IN THE AMOUNT OF \$47,513.

INCREASE GENERAL AND ADMINISTRATIVE ACCOUNT 3020 - RESERVES FOR SALARY INCREASES TO FULLY FUND PERSONNEL, SALARY AND FRINGE BENEFITS IN THE AMOUNT OF \$20,575.

DESIGNATION OF \$100,000 IN GENERAL AND ADMINISTRATIVE ACCOUNT 6872 - CONTINGENCIES, MAINTENANCE AND OPERATIONS FOR ANIMAL CONTROL CONTRACT.

CARRYOVER IN A DESIGNATION IN GENERAL AND ADMINISTRATIVE ACCOUNT 3020 - RESERVES FOR SALARY INCREASES TO COMPLETE THE SEVEN YEAR PORTION OF FY16 IN THE NEXT YEAR IN THE AMOUNT OF \$4,020.

INCREASE IN JPD CARRYOVER TO PURCHASE JIMS HARDWARE IN THE AMOUNT OF \$66,129.

REDUCTION TO JPD SALARY AND FRINGE BENEFITS IN THE AMOUNT OF \$72,815.

DESIGNATION OF \$30 MILLION FOR UNSPENT APPROPRIATIONS IN FY16 AND REVENUES THAT EXCEED REVENUE ESTIMATE.

Motion made by Commissioner Leon
Seconded by Commissioner Perez

Members Voting Aye: Judge Escobar, Leon, Stout, Perez, Haggerty
Members Voting Nay: None

MOTION: APPROVED, BUDGET CHANGES IN SPECIAL REVENUE AS FOLLOWS, TO ADD TO THE FY17 BUDGET:
REDUCTION OF \$30,000 IN REVENUE AND REDUCTION OF \$30,000 IN ACCOUNT 6201- COMMISSARY
INMATE PROFIT.

Motion made by Commissioner Perez
Seconded by Commissioner Leon

Members Voting Aye: Judge Escobar, Leon, Stout, Perez, Haggerty
Members Voting Nay: None

MOTION: APPROVED, APPROVE THE FY17 BUDGET

Motion made by Commissioner Perez
Seconded by Commissioner Stout

Members Voting Aye: Judge Escobar, Leon, Stout, Perez, Haggerty
Members Voting Nay: None

THE STATE OF TEXAS)
)

COUNTY OF EL PASO)

KNOW ALL MEN BY THESE PRESENTS:

December 15, 2016

I hereby certify that the foregoing is a true and correct certified copy of an extract of the Minutes of the El Paso County Commissioners Court meeting held October 3, 2016.

DELIA BRIONES, COUNTY CLERK
EL PASO COUNTY, TEXAS



Cesar O. Nava

CESAR O. NAVA, DEPUTY CLERK

TRUE AND CORRECT COPY OF THE ORIGINAL FILED IN
EL PASO COUNTY TEXAS
Delia Briones
Delia Briones, COUNTY CLERK



APPENDIX D

STATISTICAL INFORMATION



DEMOGRAPHICS AND OTHER STATISTICS

HISTORY

Shortly after the Treaty of Guadalupe Hidalgo was signed in 1848, Pass to the North (El Paso del Norte, later shortened to El Paso) was created and identified by the landmark Rio Grande River. In 1850 the westernmost corner of the State of Texas was organized as the County of El Paso and finally incorporated in 1871. Its geographical location is reminiscent to its name as it is a gateway to major cities all equidistant to El Paso. Some of these cities include Houston, Texas, Los Angeles, California and Denver, Colorado. Among the great architecture that can be found in downtown El Paso, the county also offers a plethora of historic markers dating back to Spanish conquistador's era. Among these are the Camino Real, several missions found throughout the county, Fort Bliss, the Butterfield Overland Stage, Segundo Barrio and Chihuahuita, as well as landmarks from the Mexican Revolution. The latest renovation to the County Courthouse can be viewed in the two last images below.



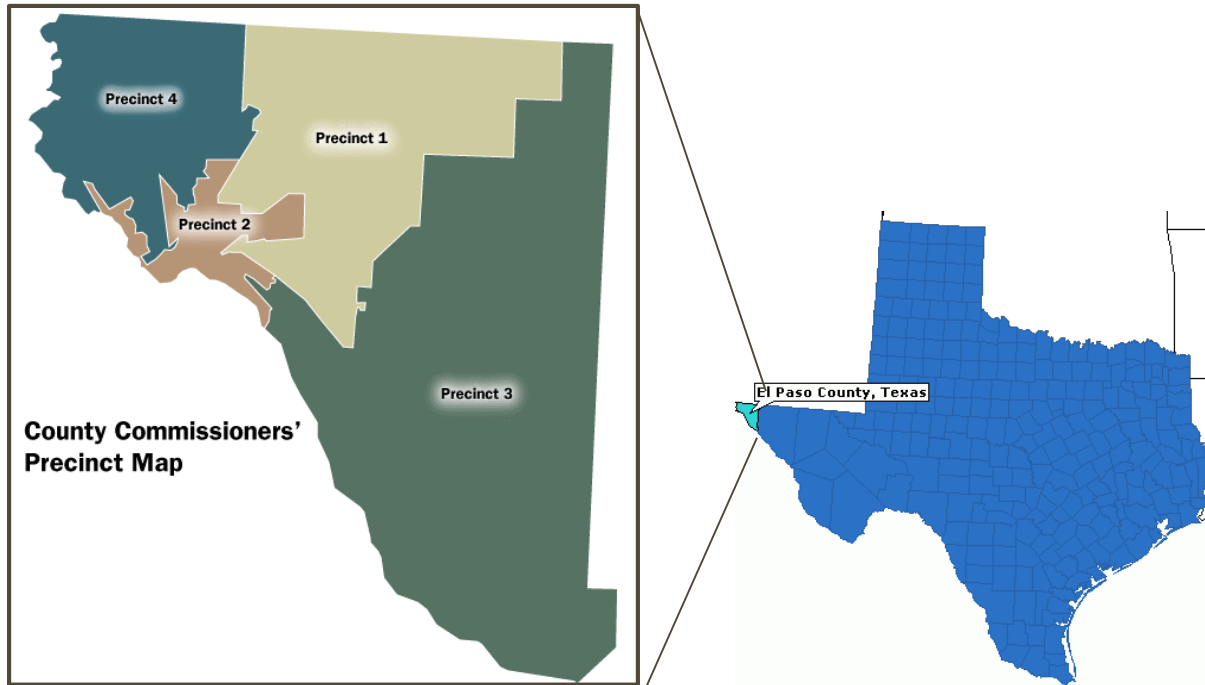
GEOGRAPHY AND CLIMATIC CONDITIONS

El Paso is located in the far west portion of the State of Texas, bordered on the west by the Rio Grande River, on the north by the State of New Mexico, and on the south by the county of Mexico. The altitude in the County is approximately 4,000 feet, with the highest mountain peak being Franklin Mountain at 7,192 feet. The mean high/low temperatures throughout the year are 82/42

DEMOGRAPHICS AND OTHER STATISTICS

GEOGRAPHY AND CLIMATIC CONDITIONS, Continued

degrees Fahrenheit, respectively. El Paso's coolest month is January, while July is typically the warmest. Rainfall in El Paso averages about 8.81 inches per year. El Paso sees on average a total of 297 days of sunlight.

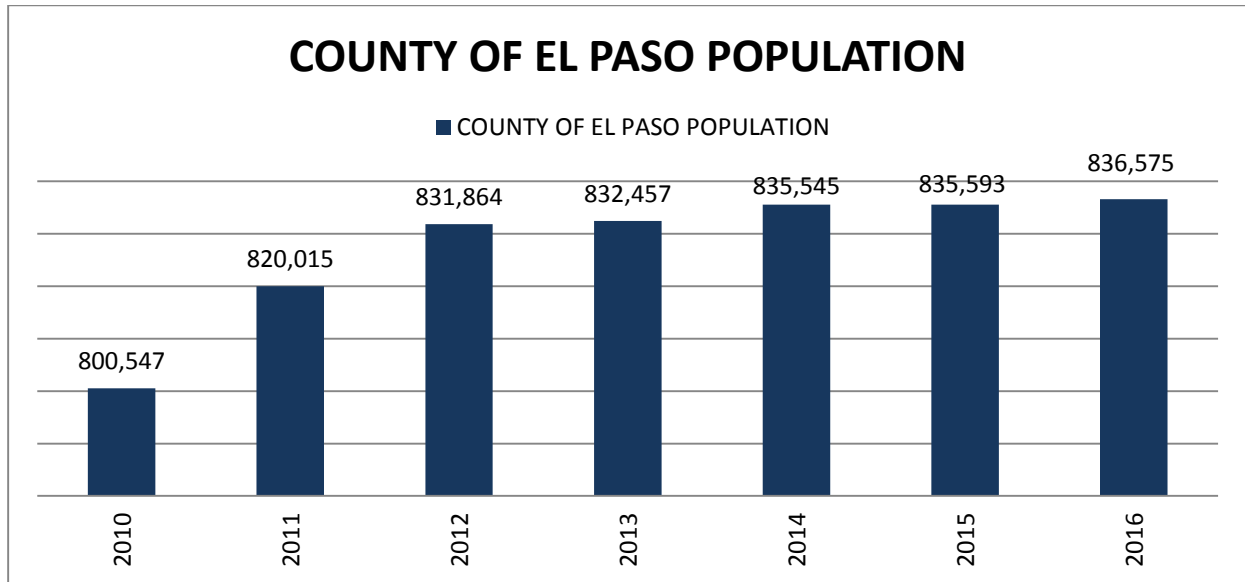


POPULATION GROWTH AND ESTIMATES

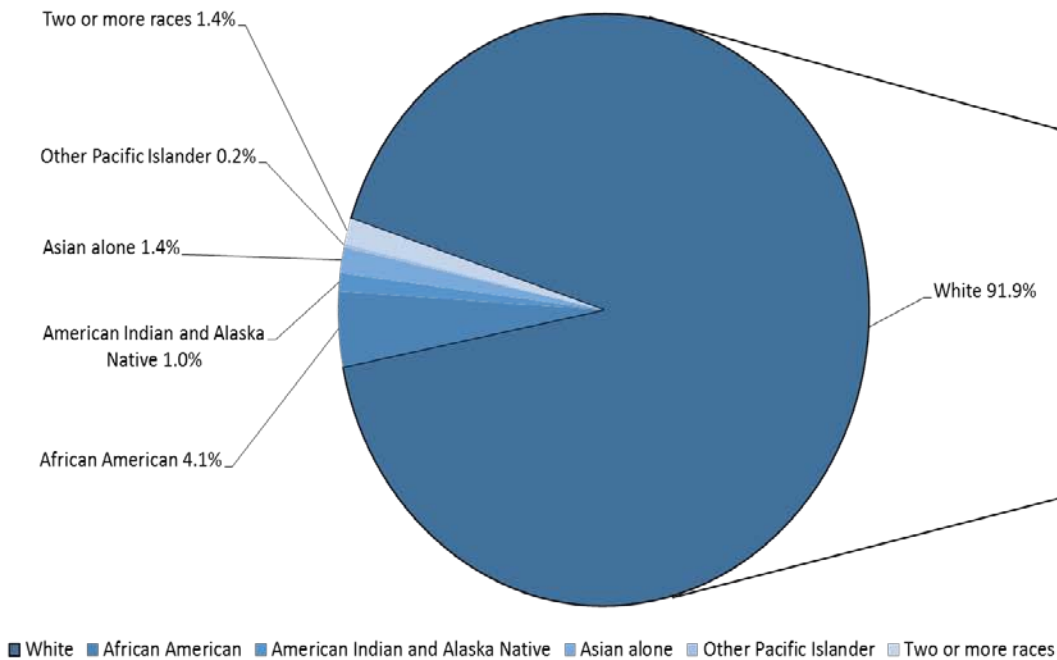
The County of El Paso covers a total of 1,015 square miles and serves a community of 836,575 residents as of 2016. This is a 4.3% increase from 2010 population of 800,547. There are currently nine municipalities within the County limits: El Paso, Horizon, Socorro, San Elizario, Anthony, Clint, Fabens, Tornillo, and Vinton with the biggest metropolis located in City of El Paso. County of El Paso is also home to Fort Bliss which is made up of 8,591 soldiers and its family members. Fort Bliss plays an important role in the region as it provides nearly a \$6 billion annual impact to the City's economy. In addition to the military, the federal government has a large presence. It is home to the El Paso Intelligence Center, U.S. Border Patrol Special Operations Group, and Joint Task Force, to name a few.

DEMOGRAPHICS AND OTHER STATISTICS

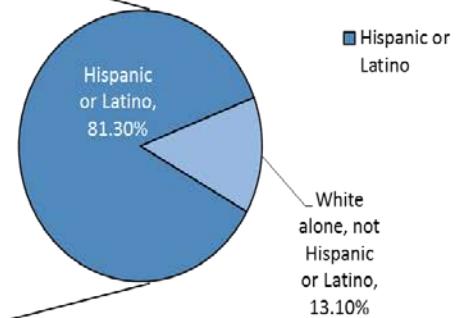
POPULATION GROWTH AND ESTIMATES, Continued



Race Origin



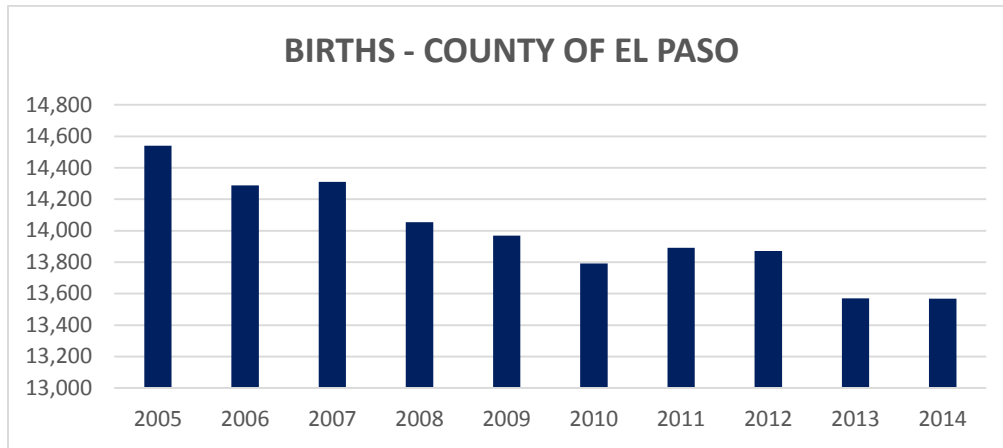
Hispanic origin



DEMOGRAPHICS AND OTHER STATISTICS

MEDIAN AGE AND BIRTH STATISTICS

The median age remains relatively low at 31.8 years of age as opposed to the Texas average of 34, which is indicative of the young workforce available in the region. The overall County of El Paso population is made up of 48.6% male and 51.4% female. Additionally, the County supports a diverse community with 25.9% foreign born people living in El Paso. County of El Paso has seen a slight decrease in the number of births as is shown in the following graph.



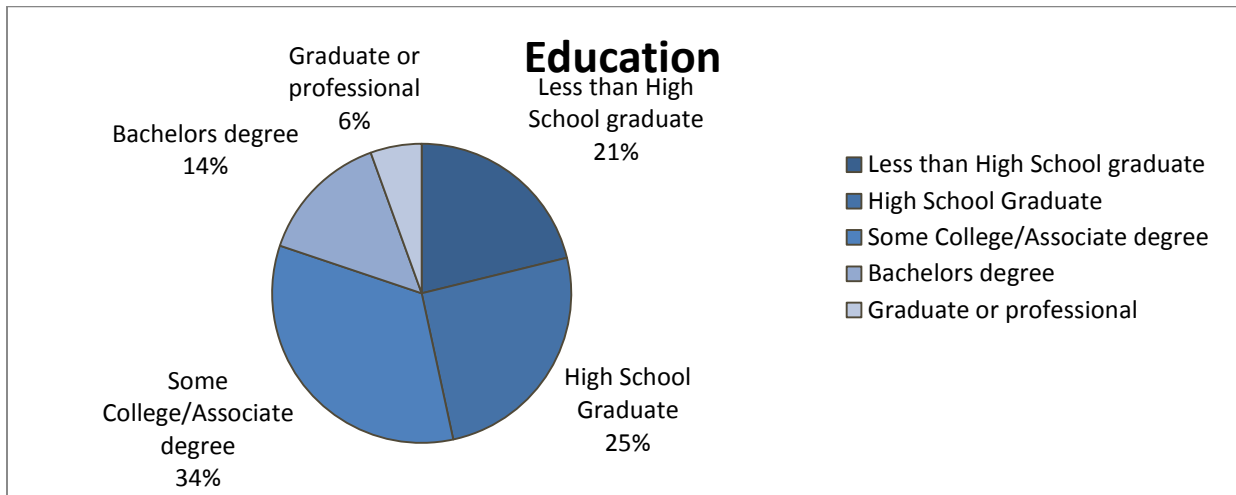
EDUCATION

El Paso offers several options for higher education from four year degree programs to technical colleges in the area. University of Texas at El Paso (UTEP) and El Paso Community College serve the largest number of students among all other colleges found in the county and directly competes with nearby Universities such as New Mexico State University in Las Cruces, New Mexico and Sul Ross State College in Alpine, Texas. The list of Colleges and Universities available in El Paso to name a few are as follow:

- The University of Texas at El Paso
- Community College of El Paso
- Vista College
- Southwest University at El Paso
- Western Technical College
- Kaplan College – El Paso
- Milan Institute of Cosmetology
- Anamarc College – El Paso Central
- Tri-State Cosmetology Institute
- International Business College
- Regency Beauty Institute – El Paso
- International Business College – El Paso
- University of Phoenix

UTEP offers 72 bachelor's degrees, 73 masters and 20 doctorates through seven schools: Engineering, Business Administration, Science, Education, Liberal Arts, Nursing and Graduate. UTEP continues to grow as it is apparent in its 2016 spring enrollment of 23,309 students and attracts thousands of visitors to seminars, conferences, convocations, sport contests, and other events.

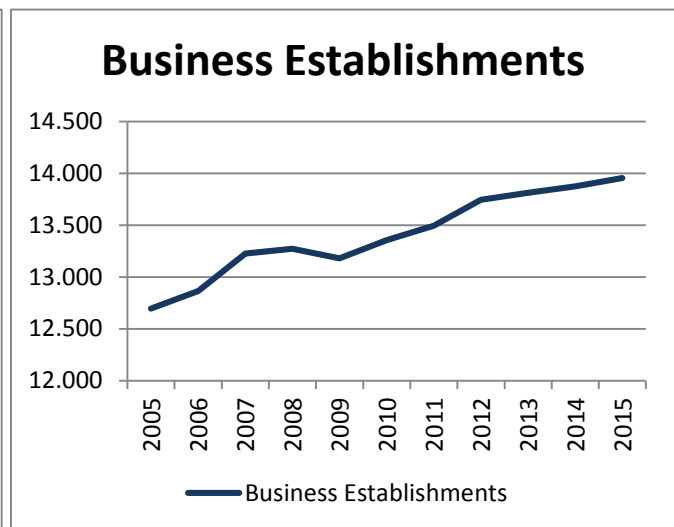
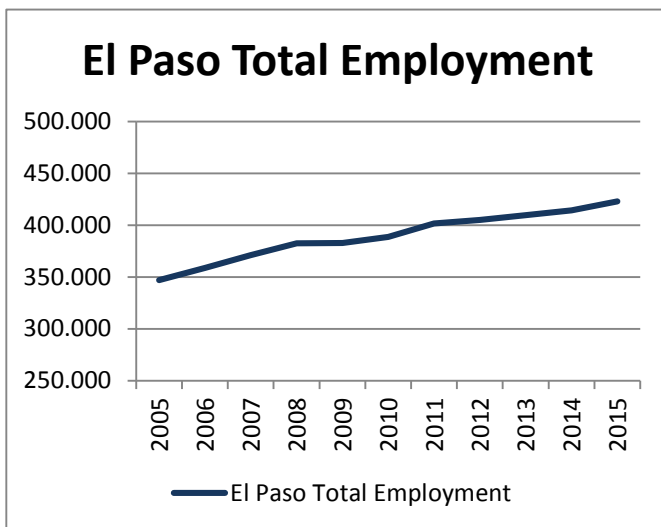
DEMOGRAPHICS AND OTHER STATISTICS



Public education is offered through nine independent school districts: Anthony ISD, Canutillo ISD, El Paso ISD, Fabens ISD, San Elizario ISD, Socorro ISD, Tornillo ISD, Ysletta ISD and El Paso Community Early College. The top five biggest high school in the area are: El Dorado HS (3,167 students), Franklin HS (3,073 students), Americas HS (2,932 students), Socorro HS (2,841 students) and Montwood HS (2,708 students).

EMPLOYMENT

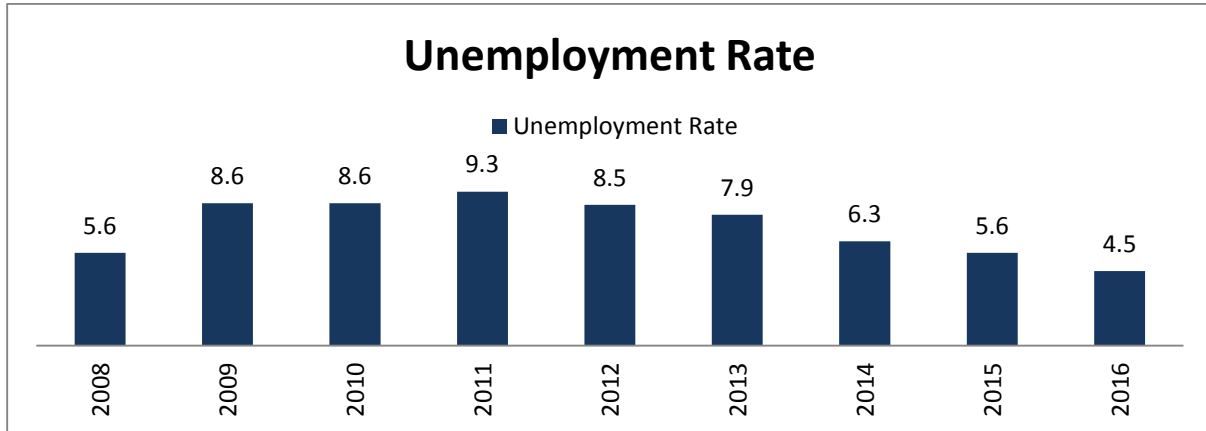
The increase in rate of employment (shown in thousands) in the city of El Paso assimilates the increase in business establishments (shown in thousands) in the past decade. The tables shown are representative of this trend and are based on data collected through UTEP's Border Regional Modeling Project.



DEMOGRAPHICS AND OTHER STATISTICS

PER CAPITA INCOME AND UNEMPLOYMENT

Unemployment rates are shown in numbers collected in the month of May for each year shown. The median household income in 2014 was \$40,783.00 whereas per capita income in the same year was \$18,705.00. The average home in El Paso is inhabited by 3.14 persons according to U.S. Census. Additionally, the average worker in El Paso can expect a 23.2 minute commute to work.

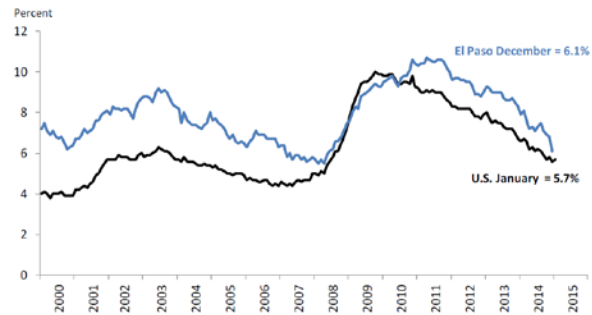


Comparing the recovery in the El Paso and U.S. labor markets



Source: Bureau of Labor Statistics

El Paso-U.S. unemployment



Source: Bureau of Labor Statistics

MAJOR INDUSTRIES AND AGRICULTURAL

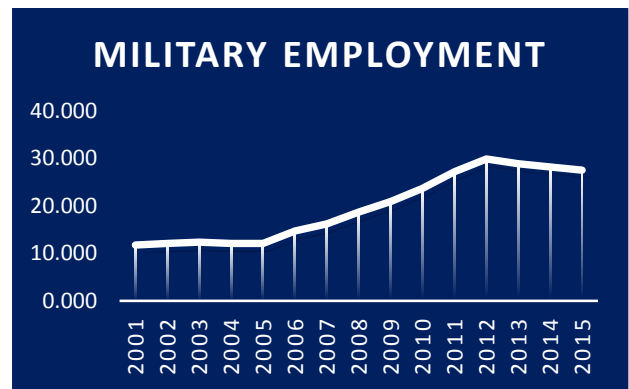
The economy in El Paso, Texas focuses primarily on international trade, military, government, oil and gas, and tourism. El Paso and Ciudad Juarez share a symbiotic relationship, this is most noticeable in the 10% increase in maquiladoras' output in Ciudad Juarez leading to a 2.8% increase in total employment, 5.35% increase in transportation employment, 1.3% in retail trade employment, 2.1% increase in finance employment, and 1.8% increase in services employment according to the Federal Reserve Bank of Dallas – El Paso Branch. The City of El Paso serves an important role in international trade and is the second busiest international crossing point in the U.S. behind San Diego, California.

DEMOGRAPHICS AND OTHER STATISTICS

MAJOR INDUSTRIES AND AGRICULTURAL, Continued

Popular agricultural products grown and produced are cotton, fruit, vegetables and livestock. The agriculture program in El Paso County, Texas A&M AgrilLife Extension, provides research-based information and education for agricultural producers, agribusiness, consumers and citizens. The agriculture program disseminates expert, reliable and current educational information in the areas of commercial agriculture; dairy nutrition and health; community development; and 4-H and youth development.

The graphs shown below depict the change in jobs in major industries within City of El Paso for the past decade, all numbers are shown in thousands.



The steady increase in sales from the local retail stores are shown in billions and can be seen in the graph below.

| YEARLY SALES FROM RETAIL TRADE | |
|--------------------------------|------------------|
| COUNTY OF EL PASO | |
| 2010 | \$8.391 Billion |
| 2011 | \$8.973 Billion |
| 2012 | \$9.411 Billion |
| 2013 | \$9.777 Billion |
| 2014 | \$10.116 Billion |

DEMOGRAPHICS AND OTHER STATISTICS

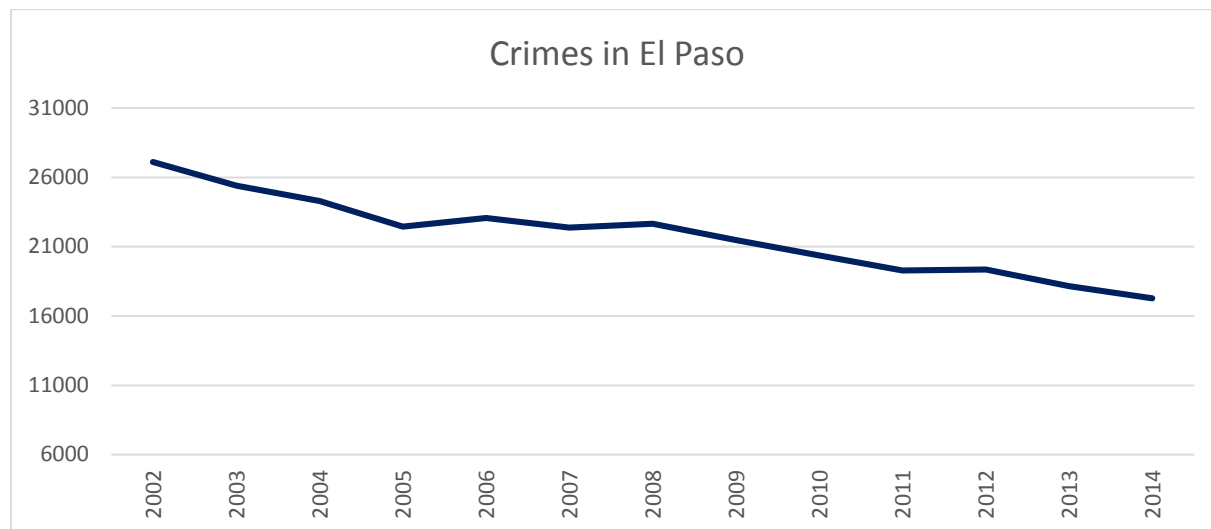
TOP TEN TAXPAYERS IN EL PASO

The largest contributors to the tax base are listed below and are shown by the taxable assessed valuation and their total percentage of assessed valuation.

| TAXPAYER | TYPE OF BUSINESS | TAXABLE ASSESSED VALUATION | PCT OF ASSESSED VALUATION |
|--------------------------------|-------------------------|----------------------------|---------------------------|
| WESTERN REFINING CO LP | Oil Refinery | \$ 488,622,824 | 1.25% |
| EL PASO ELECTRIC | Electric Utility | \$ 450,841,551 | 1.15% |
| WAL-MART STORES TEXAS LLC | Retail | \$ 264,747,518 | 0.67% |
| SIERRA PROVIDENDE PHY. REHAB. | Health Care | \$ 207,305,334 | 0.53% |
| RIVER OAKS PROPERTIES, LTD | Real Estate Management | \$ 168,923,636 | 0.43% |
| HAWKINS & I-10 ACQUISITION CO. | Real Estate Development | \$ 149,544,348 | 0.38% |
| SIMON PROPERTY GROUP | Investors | \$ 136,652,355 | 0.35% |
| UNION PACIFIC RAILROAD CO | Railroad Company | \$ 103,568,126 | 0.26% |
| TEXAS GAS SERVICE | Natural Gas Utility | \$ 95,623,670 | 0.24% |
| EL PASO OUTLET OUTPARCELS | Retail | \$ 90,594,124 | 0.23% |

CRIME RATES AND COMPARISONS

Since the beginning of the early 2000s, the County of El Paso has seen an overall total decrease in crime rates which include murders, rapes, robberies, assaults, burglaries, thefts, auto thefts, and arson. This downward facing trend can be observed in the graph provided below.



EL PASO COUNTY EMERGENCY SERVICE DISTRICT

Emergency Service Districts are divided among two regions. District 1 covers a total of 156 square miles and District 2 covers a total of 600 square miles. Both districts work in conjunction with the

DEMOGRAPHICS AND OTHER STATISTICS

county contracted ambulance service in the surrounding communities and collaborate in emergency response when services are required in communities that are located under both districts. The cities and areas are distributed to the ESD districts as follow:



Emergency Service District 1

Horizon City
 Agua Dulce
 Ascension
 Lakeway

Emergency Service District 2

Anthony
 Canutillo
 Clint
 Fabens
 Montana Vista
 San Elizario
 Tornillo
 Vinton

TRANSPORTATION METHODS

El Paso has one primary citywide mass transit system, Sun Metro. Bus passes, maps and schedule books are available for purchase at the Sun Metro ticket offices, ticket vending machines, fare box on bus, public libraries, and mail. The regular bus fare is \$1.50, \$1.00 for military, students or children 6-18 and 5 and under riding free. There are also various privately owned taxi cab providers in El Paso. In addition, the County offers a Rural Transit program with six different routes to service the outlying areas of the County.

| | | | |
|--------------|----------------|------------------------------|----------------|
| Sun Metro | (915) 212-3333 | Border Taxi Cab | (915) 533-4245 |
| Checker Cab | (915) 532-2626 | Yellow Cab | (915) 532-9999 |
| Sun City Cab | (915) 544-2211 | El Paso County Rural Transit | (915) 543-3848 |

Downtown El Paso is currently undergoing construction to restore El Paso's trolley system that existed until 1974. The trolley will connect The University of El Paso to Downtown El Paso and will make 27 stops along the way. Full operations are expected to begin no later than early 2019.

DEMOGRAPHICS AND OTHER STATISTICS

MEDIA

El Paso's major daily newspaper is the *El Paso Times*; with a circulation of 125,317 daily. *El Diario de El Paso*, is a Spanish daily newspaper that also publishes the *Border Observer*, an English language news magazine with a daily circulation of 20,466. In addition, there is the *El Paso Inc.* a unique Sunday morning newspaper, which prides itself on including the most interesting stories about people and events in the region. El Paso is served by eight television stations, of which five are affiliated with the major commercial networks, one with public broadcasting, and two with Spanish-language: Univision and Telemundo. The city's thirty radio stations broadcast a variety of programs, including sports, talk, religious, country, rock, and Hispanic programming.

EL PASO'S HEALTH CARE FACILITIES

County of El Paso currently has nine different medical facilities, eight of which are privately owned and one federal. Many of these facilities specialize in specific areas. Through University Medical Center, El Paso offers the only level 1 trauma facility within a 250 mile radius. Las Palmas has the only kidney transplant center in the region. Other facilities provide diverse services such as: neonatal intensive care, neuroscience, pediatric care, oncology service, services for back & spine, brain & neuro, digestive disorders, and many more.

| Medical Facility | Ownership | Staffed Beds |
|--------------------------------------|-----------|--------------|
| Las Palmas Medical | Private | 557 |
| Del Sol Medical Center | Private | 314 |
| Providence East Campus | Private | 170 |
| Providence Memorial | Private | 498 |
| El Paso Children's Hospital | Private | 122 |
| Sierra Medical Center | Private | 349 |
| Foundation Surgical Hospital | Private | 40 |
| University Medical Center | Public | 261 |
| William Beaumont Army Medical Center | Federal | 0 |

DEMOGRAPHICS AND OTHER STATISTICS

RETIREMENT AND ASSISTED LIVING COMMUNITIES IN EL PASO

| Retirement/ Assisted Living Facilities | Number of Units |
|--|-----------------|
| Royal Estates of El Paso | 142 |
| Sunridge at Cambria | 129 |
| The Montevista at Coronado | 75 |
| Regency Retirement Center, Westside | 60 |

With El Paso’s warm climate and low cost of living, El Paso is well known as an outstanding location for retirement living. Some of the more commonly known locations for assisted living have been listed above, meeting various needs for their patrons.

CULTURAL

Places of Worship – Over 427

RECREATION

There are 274 parks/recreational centers, nine Senior Centers, 15 Swimming Pools, and many other recreational activities, to include Golf Course, Foot golf, Youth/Adult Sports, Bowling Leagues, Festivals, and other recreational facilities.



DEMOGRAPHICS AND OTHER STATISTICS

EL PASO BANKS AND CREDIT UNIONS

Bank of America, Bank of the West, Chase, State National Bank, Wells Fargo, International Bank, Pioneer Bank, First National Bank, City Bank, WestStar Bank, Capital Bank, Armed Forces Bank. El Paso Area Teachers Federal Credit Union, El Paso Employees Federal Credit Union, Fort Bliss Federal Credit Union, Government Employees Credit Union, Navy Federal Credit Union

Sources: Texas Cooperative Extension Service, The Texas A& M University System, City Planning and Economic Development Departments, UTEP's border Region Modeling Project, Texas Texas Employment Commission, latest figures from the 1990, 1997 model base and 2000 Census, Bureau of Economic Analysis, Factfinder.com, Wikipedia, UCR Crime Reports, Yellow Pages, American Community Survey, epcounty.com, Texas Comptroller of Public Accounts, El Paso Times



APPENDIX E

SYNOPSIS OF BUDGETED FUNDS



SYNOPSIS OF BUDGETED FUNDS

65TH Intervention Family Drug Court, 65th Preservation Family Drug Court, 346th Specialty Court, 384th Adult Drug Specialty Court, 384th SAFP Specialty Court, County Criminal Court at Law No. 2 Specialty Court, and DWI Drug Courts - This fund is utilized to account for the receipts and disbursements related to drug courts assessed for cases related to substance abuse cases. These funds can be used for substance abuse monitory programs as approved by the local Council of Judges.

384th District Drug Court, District Attorney 10% Fund, and County Criminal Court 2 DWI Accounts - This account is for funds obtained through criminal asset forfeitures. 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. The percentage is based on an agreement between the District Attorney and the Commissioners Court. Two programs are currently funded through these revenues, the 384th District Drug Court and the County Criminal Court No. 2 DWI Court, to process cases that qualify under the above purpose.

Alternative Dispute Resolution Center - This fund is utilized to account for those revenues, generated via court costs and expenditures by the Rio Grande Council of Governments, a private organization employed by the County to resolve civil matters outside the court system.

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 Donations - This fund is used to account for donations received from jurors for child welfare activities.

Coliseum Tourist Promotion - This fund is used to account for the disbursements relating to tourist promotion at the County Coliseum and is funded from Hotel/Motel occupancy tax.

Commissary Inmate Profit Fund - 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.

County Attorney Bad Check Operations Fund - This program is established for the collection of insufficient funds checks and the reimbursement of funds to the victims. The County Attorney Bad Operations Fund is not included in the final adopted budget because this Special Revenue Fund is subject to a legal non-appropriated budget.

County Attorney Commissions Fund - This fund accounts for fees earned by the County Attorney's office, as provided by law, from the collection of judgments in favor of the County. The fees earned are a percentage of the amount collected, based upon a rate that decreases as the amount of the judgment increases. The Commissioners Court approves all expenditures paid out of this fund and funds not expended in the current year roll over into the following year.

SYNOPSIS OF BUDGETED FUNDS

County Attorney Supplement Fund - This fund was set up to account for supplemental funding received from the State pursuant to Texas Government Code § 46.001. These funds are used for operating costs of the County Attorney's office.

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

County Clerk Records Management and Preservation - This fund is used to account for the receipts and disbursements relating to the County Clerk's records management and preservation program.

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

County District Courts Technology - This fund was established to account for the cost of court filing fees collected. This new fee created during the 81st Legislative session is used to enhance the technology within the County and District Courts.

County Graffiti Eradication - The County Graffiti Eradication fund is used to account for the receipts and disbursements related to Court assessments for the purpose of removal of graffiti from neighborhood homes and businesses.

County Law Library - 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.

County Tourist Promotion - 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.

Court Initiated Guardianship Fund - This fund is used solely for the purpose of accounting for receipts and expenditures related to the Court Initiated Guardianship program. These fees are assessed through the judiciary as cost of the court and are restricted towards the funding of a guardianship program.

Court Records Preservation Fund - This fund was established to account for new court costs collected for the purpose of covering the cost of digitally preserving the records of the courts.

Court Reporter Service Fund - 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.

SYNOPSIS OF BUDGETED FUNDS

Courthouse Security Fund - 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.

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 Apportionment Supplement - This fund is used to account for receipts and disbursements relating to the District Attorney's apportionment supplement program. The State by law provides this fund and the fund may be utilized by the District Attorney to defray salaries and expenses of the office as provided by the law in section 46.004 of the Texas Government Code.

District Attorney Federal Asset Sharing - This fund is utilized to account for receipts and disbursements related to the forfeiture of Federal assets that are seized and forfeited to the District Attorney's Office through agreements entered into with Federal law enforcement agencies. These funds are used at the discretion of the District Attorney to conduct the operations of the District Attorney's Office and for purposes of law enforcement and prosecution. The use of these funds includes but is not restricted to law enforcement and prosecution, to expenses for training of employees of the DA's Office, office expenses, office equipment, asset accounting, travel and transportation, and for any other official purpose of the Office.

District Attorney Food Stamp Fraud - This fund is utilized to account for receipts and disbursements related to the food stamp fraud program.

District Attorney Special Account - This fund was established to account for receipts and disbursements related to the District Attorney's discretionary account. Revenue from the account is a result of judgments awarding distribution of seizures from drug cases to multiple agencies in accordance with procedures detailed under Article 59 of the Texas Code of Criminal Procedure. These funds are used at the discretion of the District Attorney to conduct operations of the office and for purposes of law enforcement and prosecution in accordance with the provisions of Article 59 of the Texas Code of Criminal Procedure.

District Clerk Records Management and Preservation - This fund is used to account for the receipts and disbursements relating to the District Clerk's records management and preservation program.

District Court Records Archives - This fund was established to account for collection and expenditures related to a new court cost that is designed to assist in the electronic archiving of district court records.

SYNOPSIS OF BUDGETED FUNDS

Election Contract Service - 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.

Election Fund-Chapter 19 - This fund is utilized to account for funding received from the State of Texas to be expended on voter registration related purchases and services pursuant to §81.11-§81.29 of the Election Code. This is a reimbursement program and funds are issued to the County but maintained at the state level and disbursed after purchase of allowable products and services.

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, County Solid Waste Enterprise Fund, and water projects, such as Nuway and Mayfair, that will be used to account for the operations of the privatized solid waste services and upgrades to water systems for County residents.

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

Family Protection Fund - This fund accounts for receipts and disbursements related to the Family Protection Fund. Revenues in this account come from Court costs assessed for certain cases. Proceeds from this account will be utilized to fund eligible departments or organizations.

General Fund - The General Fund is used to account for all financial resources not required to be 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.

JPD Supervision and JPD Juror Donations - These funds are utilized to account for the receipt and expenditure of funds received from Juror donations, and supervision fees collected by the Juvenile Probation Department during the year.

Justice Court Security Fund - The Justice Court Security fund is used to account for revenues collected from Court costs. Funds are used to cover costs of justice court security.

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

SYNOPSIS OF BUDGETED FUNDS

Juvenile Case Manager Fund - This fund is used to account for the receipts and disbursements of funds directly related to this program. Revenues result from court costs in certain juvenile justice court cases. Proceeds are used to cover the cost of several Juvenile Case Manager positions, whose responsibilities will be to track and monitor juvenile case flow to ensure effective and efficient disposition of these cases.

Juvenile Probation Donation Fund - This fund is composed of monies that are donated from the community for the purpose of enhancing juvenile services, programs or specific juvenile initiatives

Juvenile Probation National School Program - This fund is utilized to account for the funds that are reimbursed through the National School Lunch Program and are used by the Juvenile Probation Department to purchase meals for the juveniles residing in the Detention and Challenge Academy Program.

Probate Judiciary Support - 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.

Probate Travel Account - The Probate Courts have primary jurisdiction in mental illness. They handle cases involving wills, appointment of guardians and settlement of executor's accounts and oversee the transactions of all business related proceedings of deceased persons and assess guardianship. This fund was set up for the travel and training of the probate judges.

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

Records Management and Preservation Fund - This fund is used to account for the receipts and disbursements relating to the County's records management and preservation program other than those of the County or District Clerk.

Road and Bridge, Roads and Bridges Fleet, and Stormwater Outreach- 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. The Roads and Bridges Fleet department oversees all fleet and motorized equipment acquisition, maintenance and disposal to include fueling.

Sheriff LEOSE - To pay for continuing education of licensed peace officer or training for full-time fully paid law enforcement support personnel.

SYNOPSIS OF BUDGETED FUNDS

Sheriff State Forfeiture, State Asset, and Sheriff's Justice Forfeiture Funds – This fund was established to account for the funds that have been awarded to the Sheriff's Office pursuant to a court order to forfeit funds from seizures conducted during criminal activity. These funds are to be used for law enforcement purposes by the Sheriff's Office.

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.

Tax Office Discretionary Fund - This fund is utilized to account for the receipt of funds generated from the interest earned from the Tax Assessor's vehicle inventory escrow account. The proceeds are used to conduct operations of the Vehicle Inventory Tax division of the Tax Assessor Collector's office. The Enforcement Division is responsible for the collection of pre-payment Vehicle Inventory Taxes from over 550 licensed car dealers who pre-pay their taxes on a monthly basis.

Teen Court Fee Account – This fund is utilized to account for the receipt of funds from filing fees for teen court cases and for donations from area businesses for teen court projects. Funds not expended in the current year roll over in to the following year.

Transportation Fee Fund - This fund is authorized by statute and is used to account for the \$10.00 fee which is assessed and collected for the purpose of road transportation projects. These funds will be utilized by a local Regional Mobility Authority for new local road transportation projects.



Glossary



GLOSSARY

| | |
|------------------------------|--|
| 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. |
| Adopted Budget | The operating budget for departments as approved by Commissioner's Court to include all funds in the County detailed by personnel, operating and capital appropriations and the estimated revenues to support these appropriations. |
| Ad Valorem | In proportion to value. A basis for levying of taxes upon property. |
| ADPICS | An acronym for Advanced Purchasing Inventory Control System. |
| Allocated Reserves | When fiscally permissible, the Court shall establish contingency reserves within the General Fund account titled General and Administrative for personnel and operations. This funding source is to be used only after other alternatives have been fully explored. |
| Allocation | A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or special purposes, activities or objects. |
| Amortized | To reduce or extinguish (a debt) by money regularly put aside; gradually write off the initial cost of an Asset. |
| 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 | The operating budget incorporating the legislatively granted expenditure authority, along with the estimates of revenues. 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 adopting the budget. |
| Assessed Valuation | A valuation set upon real estate or other property by a government as a basis for levying taxes. |
| Assets | Financial representations of economic resources owned by an organization or individual. Probable future economic benefits obtained or controlled by a particular entity as a result of past transactions or events. |
| Assigned Fund Balance | Represents amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed. The governing body may delegate its authority to assign amounts to another body or officials, for example a budget director. The Commissioners Court, when it is appropriate for fund balance to be assigned, delegates the authority to the Executive Budget Director. Assignments may occur subsequent to fiscal year end. Assignments will be made when necessary to utilize reserves to balance the proposed budget as needed or in the event of unforeseen circumstances that arise and require the expenditure of funds for which there was not an offsetting revenue source to account for the increase in unplanned appropriations, i.e. a catastrophic event |
| Attrition | The savings in salary as a result of employee turnover over a period of time. |
| Authorized Positions | The positions approved by Commissioners Court to delivery public services. |

GLOSSARY

| | |
|-----------------------------|---|
| BARS | An acronym for the Barcode Asset Reporting System. |
| Balanced Budget | A fiscal year budget in which appropriations are equal to the estimated revenues plus assigned fund balance used. By law a local governmental entity cannot operate on a deficit. |
| Balance Sheet | A type of financial statement that shows the financial condition of a particular fund at the end of a period. It consists of three elements: assets, liabilities, and equity or fund balance. |
| Base Budget | Costs associated with continuing the existing level of services in the current budget year. |
| Basis of Accounting | The determination of when transactions and events are recognized. |
| Basis of Budgeting | A base used to budget under the modified accrual accounting principle where revenues are recognized in the period they become measurable and available to finance expenditures. |
| 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 Rating | A score given by investment companies on the debt and cash position or financial stability of a governmental or other agency. |
| 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 sub-object. Budget amendments are made at the department's request and must be approved by Commissioners Court. |
| 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 that describes how certain aspects of the budget are formulated and the rules to be followed as the budget is put into operation after adoption. |
| Budgetary Accounts | Those accounts that reflect budgetary operations and conditions, such as estimated revenues, appropriations, and encumbrances, as distinguished from proprietary accounts. |

GLOSSARY

| | |
|--|--|
| 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. |
| Budgetary Planning Process | The process of requesting, compiling, analyzing, proposing, discussing and approval of appropriations during the budget cycle. |
| Budgetary Reductions | The decreases to the prior year or current year budget proposed by department or ordered by the Commissioners Court. |
| 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 Expenditure | An expenditure or expense for the acquisition of long term depreciable assets, sometimes referred to as capital outlays. |
| Capital Improvement Plan | 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 to account 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. |
| Carry-forward | Funds carried from one fiscal year to the next to pay for outstanding obligations of the entity. |
| Certificates of Obligation | The direct obligations of a governmental entity that are issued for the purpose of constructing and/or improving a public work and are secured by a pledge and lien of surplus revenues and an additional pledge of ad valorem taxes sufficient to pay for the principal and interest of the obligations. |
| Continuing Appropriations | An appropriation which, once established, is automatically renewed without further legislative action, period after period, until altered or revoked. |
| Contingency Reserves | Budgeted appropriations established by Commissioners Court to absorb the costs of unexpected and unforeseen events. |
| Commissioners Court | The Governing Body of a County, consisting of a County Judge and County Commissioners. |
| Committed Fund Balance | Represents amounts that can only be used for specific purposes that have imposed constraints by formal action of the government's highest level of decision-making authority, the Commissioners Court. The amounts may not be used for other purposes unless the Court removes or changes the constraints pursuant to the same type of action used to initially commit them. |
| Cost-of-Living Adjustments (COLA) | An increase of wages and salaries to offset all or part of inflationary impacts. |
| Cost Recoverable | The ability of an expenditure generating activity, or delivery of a service to fully absorb its costs by the fee charged for the activity or service provided. |
| County Budget Officer | As defined in Counties with a population of more than 125,000 the County Commissioner may appoint a budget officer. The budget officer prepares the operating budget for the County. |
| 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 Assets | Cash and other assets that are expected to be converted into cash, sold, or consumed either in one year or in the operating cycle, whichever is longer. |
| Current Impacts | The current possible and known costs that would affect the adopted operating budget or future budgets. |

GLOSSARY

| | |
|---------------------------------------|---|
| Current Liabilities | The obligations that are reasonably expected to be liquidated either through the use of current assets or the creation of other current liabilities. |
| 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. |
| Current Financial Resources | Expendable financial resources such as cash, and other items that can be expected to be converted to cash in the normal cause of operations. |
| 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 account for the resources set aside 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 needed 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. |
| Department | A group of individuals consisting of a department head (elected or non-elected) and employees tasked with a responsibility to fulfill in the County. |
| Department Goals | A broad statement that addresses a service or product to be provided to the public or other interested party. |
| Department Objectives | The means to accomplish a goal, usually a detailed statement that addresses a future target and is quantifiable. |
| Depreciation | A reduction in the value of an asset with the passage of time, due in particular to wear and tear. |
| 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. |
| Discretionary Department | A department for which funding of operations is not mandated by law but rather at the discretion of the Commissioners Court. |
| Devaluation | The decrease in value, or purchasing power, in the financial markets when compared to the United States Dollar. |
| Disbursements | Payments in cash. |
| Discretionary Funding | An allocation of County resources to fund discretionary departments. |
| Efficiencies | The degree and speed with which a service is delivered resulting in cost savings. |
| 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 expense is recorded. |
| Enterprise Fund | A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, where the costs of providing services to the general public will be financed or recovered primarily through user charges on a continuing basis. |
| Entry | The record of a financial transaction or event in its appropriate book of accounts. |

GLOSSARY

| | |
|---|---|
| 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 | The term used to refer to expenses of a governmental entity. 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. In governmental accounting expenses are often referred to expenditures. |
| Face Value | As applied to securities, this term designates the amount of liability stated in the security document. |
| Fiduciary Funds | Used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. |
| Fiscal Period | A period of time as determined by the entity in which transactions or events are recorded and measured. 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. |
| Full Time Equivalent | A measurement equal to one full time staff person working a full time work schedule for one year. |
| 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 balances, and changes therein, which are segregated for the purpose of carrying on specific activities in accordance with special regulations, restrictions, or limitations and for which financial statements can be prepared. |
| 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. |
| Future Impacts | The future expected and foreseen costs of an event or transaction. |
| Governmental Accounting Standards Board (GASB) | This is an acronym for Governmental Accounting Standards Board. This board addresses the state and local governmental reporting issues. |
| 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. |

GLOSSARY

| | |
|-----------------------------------|--|
| Governmental Accounting | The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governmental units and agencies. |
| Governmental Funds | Fund types used in governmental entities to account for transactions, they include: the general fund, special revenue funds, capital projects funds, debt service funds, enterprise funds, internal service funds, and fiduciary funds. |
| 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. |
| Infrastructure | Improvements other than buildings that add value to land. |
| Interfund Transfers | Amounts transferred from one fund to another. |
| Intergovernmental Revenues | Revenue from other governmental entities. 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. |
| Internal Service Fund | The fund used to account for business type activities in which the customers are other governmental entities, or departments. |
| 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. |
| Liability | Probable future sacrifices of economic benefits arising from the present obligations of a particular entity to transfer assets or provide services in the future as a result of past transactions or events. A legal responsibility of the County, such as a payable. |
| 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 the 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. |
| Major Fund | Funds whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category and 5 percent of the aggregate of all governmental and enterprise funds in total. |

GLOSSARY

| | |
|-----------------------------------|--|
| Maquiladora | An assembly plant in Mexico, especially one along the border between the United States and Mexico, to which foreign materials and parts are shipped and from which the finished product is returned to the original market. |
| Mandated Functions | The functions of government as prescribed by law such as public safety, health and welfare, administration of justice, culture and recreation. These functions relate to the type of service that mandated programs deliver. |
| Mandated Programs | The programs and departments whose purpose and required existence for service is set by local, state or federal law. |
| Measurement Focus | The way in which an entity measures their assets and liabilities when reporting. It determines what is being reported upon which assets and liabilities will be given accounting recognition and reported on the balance sheet. |
| Mission Statement | A statement that guides a department to perform a special task or duty. |
| 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. |
| Net Current Assets | Residual value after all current liabilities are liquidated |
| Non Spendable Fund Balance | Represents amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. |
| Object | As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personal services, contractual services, materials, and supplies. |
| Object Classification | A grouping of expenditures on the basis of goods or services purchased; for example, personal services, materials, supplies, and equipment. |
| Obligations | Generally amounts which a governmental unit may be required legally to meet out of its resources. They include not only actual liabilities, but also un-liquidated encumbrances. |
| Ongoing Revenues | The revenues expected to continue. |
| Ongoing Expenditures | The expenditures expected to continue. |
| Operating Budget | A budget, which applies to all outlays other than capital outlays. |
| Operating Capital | The amount of cash available to meet obligations or expenditures as they become due. |
| Operating Statement | A financial statement used to present increase/decreases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets. |
| Operational Efficiencies | The true costs of delivery of services, which can indicate increasing effectiveness (lower cost of service) or conversely decreased efficiencies (higher cost of service). |
| 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. |
| Outputs | The level of activities in a department. |
| Outcomes | The results generated from activities in a department. |

GLOSSARY

| | |
|---------------------------------|--|
| Performance Measures | Measures of a department that should support the overall goals and objectives, and that may be quantified in terms of inputs, outputs, and outcomes. |
| Per Capita Income | Total personal income in an area divided by the number of people in the area. |
| Perpetual Basis | Ongoing into the future with expiration date. |
| Personnel Budget | A budget that applies to all personnel items such as full time, part time and fringe benefits of a department. |
| Peso | Monetary unit used in the Mexican economy. |
| 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. |
| Property Tax | A tax on personal or private property in a municipality that is based on Truth and Taxation Guidelines. |
| Receipts | This term, unless otherwise qualified, means cash received. |
| Reduction in Force | A reduction of the labor force or reduction of authorized positions. |
| Refund | (Noun) An amount paid back or credit allowed because of over collection or on account of the return of an object sold. (Verb) To pay back or allow credit for an amount because of an over collection or because of the return of an object sold. (Verb) To provide for the payment of a loan through cash or credit secured by a new loan. |
| 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 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. |
| Restricted Fund Balance | Represents amounts that are restricted to specific purposes, with constraints placed on the use of resources by (a) external creditors, grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation. |
| Retained Earnings | Equity for an Enterprise Fund. |
| 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. |
| Revenue Bond | A type of bond in which payments to the holder are tied or derived from a source of revenue. |

GLOSSARY

| | |
|--|--|
| Rollback Election | A process whereby the voters may petition an election on a tax increase that exceeds the calculated rollback tax rate. |
| 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 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 Assessment | The charges for benefits and services assessed to those taxpayers directly benefiting from the benefit or services. |
| 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. |
| Sustainable Public Services | A public service that can be maintained into the future. |
| Tax Rate | The amount of tax stated in terms of a unit of the tax base. For example, \$0.452694 per \$100 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. |
| Tax Year | A year where there is a property tax approved by the Commissioner's Court. |
| 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. |
| 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. |
| Tyler MUNIS | El Paso County's new financial system |
| Unassigned Fund Balance | Represents the residual amount in the general fund that has not been restricted, committed, or assigned to specific purposes. |
| Unbudgeted/Uncertified Reimbursements | Reimbursements from a source that cannot be certified nor budgeted in advance. |
| Unincorporated Area | Community or area outside the jurisdictional boundaries of an incorporated city. |
| Unit Cost | The cost associated with producing a unit of service or specific product. |
| User Charge | A charge levied against users of a service or purchasers of a product of an enterprise fund or an internal service fund. |
| 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. |

GLOSSARY

| | |
|--------------------------|--|
| 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. |
| Vision | Similar to a mission statement, or what end result that a department would like to be produced, that is quantifiable. |
| Work Program | A plan of work proposed to be done during a particular period by an administrative agency in carrying out its assigned activities. |
| Working Capital | The excess of total current assets over total current liabilities. |
| 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. |

DEFINITIONS OF ACRONYMS

| | |
|---------------|---|
| ABMDI | American Board of Medicolegal Death Investigators |
| ADA | American Disability Act |
| ADPICS | Advanced Purchasing Inventory Control System |
| BCMh | Border Children's Mental Health |
| BECC | Border Environment Cooperation Commission |
| CAD | Central Appraisal District |
| CAFR | Comprehensive Annual Financial Report |
| CAP | Crimes Against Property |
| CARE | Constable Awareness for Resident Elderly |
| CCH | County Court House |
| CDBG | Community Development Block Grant |
| CEO | Chief Executive Officer |
| CIP | Capital Improvement Plan |
| CJIS | Criminal Justice Information Services |
| CLE | Continuing Legal Education |
| COJ | County of Judges Administration |
| COLA | Cost of Living Adjustment |
| COOP | Continuing Operations Plan |
| CPR | Cardiopulmonary Resuscitation |
| CRRMA | Camino Real Regional Mobility Authority |
| CSCD | Community Supervision and Corrections Department |
| DIMS | District Attorney Management System |
| DOT | Direct Observed Therapy |
| DPS | Department of Public Safety |
| DRI | Dietary Reference Intakes |
| DRO | Domestic Relations Office |

DEFINITIONS OF ACRONYMS

| | |
|---------------|---|
| DVA | Department of Veterans Affairs |
| DWI | Driving While Intoxicated |
| EHN | Emergency Health Network |
| EP | Environmental Protection Agency |
| EPCC | El Paso Community College |
| EPCDRC | El Paso County Dispute Resolution Center |
| EPISD | El Paso Independent School District |
| EPPD | El Paso Police Department |
| EPWBA | El Paso Women's Bar Association |
| ERP | Enterprise Resource Planning |
| FAACS | Fixed Asset Accounting and Control System |
| FAMIS | Financial Accounting Management Information System |
| FCC | Federal Communication Commission |
| FCS | Family Court Services |
| FEMA | Federal Emergency Management Agency |
| FMD | Facilities Management Department |
| FOC | Friend of the Court |
| GAAP | Generally Accepted Accounting Principles |
| GASB | Governmental Accounting Standards Board |
| GF | General Fund |
| GFOA | Government Finance Officers Association of the United States and Canada |
| HIPAA | Health Insurance Portability and Accountability Act |
| HITECH | Health Information Technology for Economic and Clinical Health Act |
| HOT | Hotel Occupancy Tax |
| HR | Human Resources |
| HVAC | Heating, Ventilation, and Air Conditioning |

DEFINITIONS OF ACRONYMS

| | |
|----------------|---|
| ICSS | Integrated Child Support System |
| IP | Internet Protocol |
| IPU | Inpatient Psychiatric Unit |
| IT | Information Technology |
| ITD | Information Technology Department |
| JIMS | Justice Information Management System |
| JP | Justice of the Peace |
| JPD | Juvenile Probation Department |
| LBJ | Lyndon B. Johnson |
| LHD | Local Health Department |
| LSPI | Law School Preparation Institute |
| MAP | Management Action Plans |
| MDR | Momsen Dunnigan Ryan |
| ME | Medical Examiner |
| MHMR | Mental Health Mental Retardation |
| MHSS | Mental Health Support Services |
| MICU | Medical Intensive Care Unit |
| NCIC | National Crime Information Center |
| OAG | Office of Attorney General |
| OCA | Office of Court Administration |
| OSHA | Occupational Safety and Health Administration |
| PBX | Private Branch Exchange |
| PD | Public Defender |
| POE | Port of Entry |
| PRP | Procurement Review Panel |
| R&B | Road and Bridge |

DEFINITIONS OF ACRONYMS

| | |
|----------------|---|
| RETGH | R. E. Thomason General Hospital |
| SAPCR | Suit Affecting Parent/Child Relationship |
| SISD | Socorro Independent School District |
| SRC | Staffing Review Committee |
| SWBPI | Southwest Border Prosecution Initiative |
| TAC | Tax Assessor/Collector |
| TCDRS | Texas County and District Retirement System |
| TCEQ | Texas Commission on Environmental Quality. Formerly TNRCC. |
| TCIC | Texas Crime Information Center |
| TCJIS | Texas Commission on Jail Standards |
| TCLEOSE | Texas Commission on Law Enforcement Standards and Education |
| TCOLE | Texas Commission on Law Enforcement |
| TDR | Travel Disclosure Report |
| TIDC | Texas Indigent Defense Commission |
| TLETS | Texas Law Enforcement Telecommunication System |
| TNRCC | Texas Natural Resource Conservation Commission. Now TCEQ. |
| TPA | Third Party Administrator |
| U.S. | United States |
| UBH | University Behavioral Health of El Paso |
| UMC | University Medical Center |
| USDA-RD | U.S. Department of Agriculture Rural Development |
| VLAN | Virtual Local Area Network |
| VPN | Virtual Private Network |
| WIC | Women, Infants and Children |
| WTCSCD | West Texas Community Supervision and Corrections Department |
| YSC | Youth Services Center |

Index to Departments



INDEX TO DEPARTMENTS

| Department | Page Number |
|---|-------------|
| 65 th Intervention, 65 th Preservation Family Drug Court, 346 th Specialty Court, 384 th Adult Drug, 384 th SAFP Specialty Court, CC Court at Law No. 2, DWI Drug Courts | 450 |
| 384 th District Drug Court, District Attorney 10% Fund, County Criminal Court 2 DWI Accounts | 401 |
| 6 th Administrative Judicial District | 193 |
| 8 th Court of Appeals | 194 |
| Agua Dulce Self Help Center | 371 |
| Alternative Dispute Resolution Center | 404 |
| Ambulance Service | 274 |
| Animal Control | 324 |
| Ascarate Golf Course Operations | 381 |
| Ascarate Park Operations | 379 |
| Assoc. Courts & Protective Order Court | 196 |
| Budget & Fiscal Policy Department | 96 |
| Burials | 326 |
| CA Emergence Health Network | 216 |
| CA RETGH Legal – (University Med Center) | 219 |
| Child Abuse Prevention | 406 |
| Child Welfare Assistance | 328 |
| Child Welfare Juror Donations | 408 |
| Child Welfare Legal Fees | 331 |
| Coliseum Tourist Promotion | 410 |
| Commissary Inmate Profit Fund | 412 |
| Community Donation Accounts | 103 |
| Community Services | 104 |
| Constables Precinct 1-7 | 277 |
| Council of Judges Administration | 200 |
| County Administrator’s Office | 107 |
| County Attorney | 207 |
| County Attorney Bad Check Operation and Special Events Funds | 414 |
| County Attorney Commissions Fund | 417 |
| County Attorney Supplement Fund | 420 |
| County Auditor | 110 |
| County Clerk | 115 |
| County Clerk Records Archives | 422 |

INDEX TO DEPARTMENTS

| Department | Page Number |
|--|-------------|
| County Clerk Records Management and Preservation | 425 |
| County Clerk Vital Statistics | 428 |
| County Court Administration | 223 |
| County Court at Law Jud Salary Acct | 227 |
| County Courts at Law | 228 |
| County Criminal Courts at Law | 228 |
| County Criminal Magistrate Judges Acct | 232 |
| County District Courts Technology Fund | 431 |
| County Graffiti Eradication | 433 |
| County Judge and Commissioners | 122 |
| County Law Library | 435 |
| County Tourist Promotion | 439 |
| Court Initiated Guardianship Fund | 442 |
| Court Records Preservation Fund | 444 |
| Court Reporter Service Fund | 446 |
| Courthouse Security Fund | 448 |
| Criminal Law Magistrate I | 233 |
| DIMS Magistrate | 241 |
| District Attorney | 236 |
| District Attorney Apportionment Supplement | 455 |
| District Attorney Federal Asset Sharing | 457 |
| District Attorney Food Stamp Fraud | 459 |
| District Attorney Special Account | 461 |
| District Clerk | 134 |
| District Clerk Records Management and Preservation | 464 |
| District Court Records Archives | 468 |
| District Courts | 242 |
| District Judges Salary Supplement Acct | 248 |
| Domestic Relations | 139 |
| Economic Development | 359 |
| El Paso Housing Finance Corporation | 477 |
| Election Contract Service | 470 |
| Election Fund-Chapter 19 | 474 |
| Elections | 145 |

INDEX TO DEPARTMENTS

| Department | Page Number |
|---|-------------|
| Emergence Health Network | 332 |
| Emergency Management | 284 |
| Fabens Airport & Tornillo Port of Entry | 394 |
| Family Protection Fund | 479 |
| Fleet Management | 149 |
| General and Administrative Account | 153 |
| General Assistance | 334 |
| Grant Matches and Transfers Out | 155 |
| Human Resources | 156 |
| Indigent Defense | 249 |
| Information Technology | 164 |
| JPD Supervision, JPD Juror Donations, and JPD Probation Donations | 481 |
| Justice Court Security Fund | 483 |
| Justice Court Technology Fund | 485 |
| Justices of the Peace (8) | 250 |
| Juvenile Case Manager Fund | 487 |
| Juvenile Court Referees | 256 |
| Juvenile Justice Center | 286 |
| Juvenile Probation National School Program | 489 |
| Maintenance- Office of the Medical Examiner | 341 |
| Medical Examiner | 337 |
| Mental Health | 342 |
| Mental Health Support Services | 343 |
| Nutrition Administration | 346 |
| Office of Criminal Justice Coordination | 260 |
| Parks & Fabens Comm Center Maint Operations | 390 |
| Parks and Special Events | 374 |
| Probate Courts | 264 |
| Probate Judiciary Support | 491 |
| Probate Travel Account | 493 |
| Project Care Gas, Electric, & Water | 495 |
| Project Future | 171 |
| Public Defender | 268 |
| Public Health Services | 350 |

INDEX TO DEPARTMENTS

| Department | Page Number |
|---|-------------|
| Public Works | 173 |
| Public Works – Infrastructure Development | 362 |
| Purchasing | 184 |
| Records Management and Preservation Fund | 497 |
| Road and Bridge, Road and Bridge Fleet, and Stormwater Outreach | 499 |
| Sewage and Health Inspection | 353 |
| Sheriff | 300 |
| Sheriff LEOSE | 503 |
| Sheriff Maintenance Operations | 298 |
| Sheriff State Forfeiture, Sheriff Asset, and Sheriff Justice Forfeiture | 505 |
| Sportspark Operations | 384 |
| Swimming Operations | 387 |
| Tax Assessor Collector | 188 |
| Tax Office Discretionary Fund | 507 |
| Teen Court | 510 |
| Texas Agrilife Extension | 363 |
| Transportation Fee Fund | 512 |
| Truancy Court | 514 |
| Veterans Assistance | 355 |
| Veterans Jury Donations | 516 |
| West Texas Community Service Corrections Department | 317 |

