City of El Paso

FY2012 City Manager’s Proposed Budget

International Bridges
Mission

To provide safe, convenient, efficient and reliable cross border mobility at an appropriate cost while facilitating international commerce and provide efficient management of the parking meters.

Vision

To help promote regional economic development and mobility by improving cross border mobility and on-street parking.
FY2012 Goals and Major Initiatives

- Work with TXDOT and Regional Stakeholders to Develop a Regional Ports of Entries Master Plan
- Implement Recommendations of the Operations Plan:
  - Improve Commercial Access to the Zaragoza Port of Entry
  - Work with TxDOT and Department of Transportation to identify solutions and funding to improve commercial traffic flow at BOTA
  - Work with TxDOT and Regional Stakeholders to identify funding for the implementation of a Regional Intelligent Transportation System
FY2012 Goals and Major Initiatives

- Explore Public Private Partnerships and Privatization of Operations as Strategies to Improve the Operations and Efficiency of the City Ports of Entries
- Develop Parking, Passenger Drop-Off Zones and Bus Stops at the Zaragoza and Paso Del Norte Ports of Entries
- Explore with El Paso International Airport the Expansion of the Foreign Trade Zone at Zaragoza as a Strategy to position the Zaragoza POE as the Preferred Commercial Port in the Region
- Increase the Use of Non-Cash Tolls for Passenger Vehicles
- Implement the Use of Smart Tickets for Payment of Pedestrians Tolls
FY2012 Goals and Major Initiatives

- Upgrade Parking Meter Technology and Expand and Improve Parking Meter Program:
  - Upgrade 1,100 Parking Meters that collect over $50 per month to Digital Technology
  - Expand Parking Meter Program to the Union Plaza District, the Hospitals area on North Oregon, to the University Area and to the Cincinnati Entertainment District
  - Amend Municipal Code to allow the institution of Progressive and Variable Rates where Digital Meters are installed and to bring rules permitting free parking at meters for vehicles with HC tags in line with rules for vehicles with Disabled Veteran Plates
  - Work with PD to Improve and Expand Parking Meter Enforcement
FY2012 Goals and Major Initiatives

- Continue to Work with Regional Stakeholders to Reduce Border Wait Time and Expedite Cross Border Trade and Tourism.
  - Continue to Engage the Committee on Border Relations in the Development of Strategies
  - Continue to Work with REDCO, Freight Shuttle Partners and Stakeholders from both sides of the Border to Implement the Universal Freight Shuttle System through the Zaragoza Port of Entry
  - Continue to Work with the Paso Del Norte Model Port of Entry Working Group to Develop and Implement Best Practices for Port of Entry Operations
  - Continue to Work closely with the County of El Paso and Secure Origins to Facilitate the Success of the Secure Border Trade Project
  - Explore Strategy of Tolling Approaches to the Bridge of the Americas (BOTA) to Relieve Congestion at BOTA and Redistribute Cross Border Traffic among other Ports of the Region
FY2011 Priorities/Major Initiatives Status

- Substantial Completion of the Stanton and Paso Del Norte Renovation Project. **NEARING COMPLETION**

- Start the Implementation of the findings of the El Paso Regional Ports of Entry Operations Plan. **STARTED**

- Engage a Consultant to Develop a Master Plan for the Zaragoza POE based on the POE Operations Plan. **WILL BE COMPLETED USING EL PASO DOT AND IBD RESOURCES - STARTED**

- Continue to work as a member of the Technology Monitoring Committee of the El Paso Secure Border Trade Project to ensure a successful completion of the project. **ON-GOING, WAITING FOR OFFICIAL GO AHEAD FROM CBP**

- Complete the Parking Meter Pilot Demonstration of new Digital Technology that allows multiple payment methods. **COMPLETED**

- Develop a Business Plan and Capital Improvement Plan for the Upgrading of all Parking Meters to new Digital Technology to be Funded through Additional Revenue. **COMPLETED**

- Expand Parking Meters to other areas outside the Central Business District. **ON-GOING IN COLLABORATION WITH EL PASO DOT**
FY2011 Priorities/Major Initiatives Status

- Start the Use of Smart Cards for the Payment of Tolls. **TO BE COMPLETED AFTER UPGRADING OF PARKING METER TECHNOLOGY AND UPGRADING OF TOLL COLLECTION SYSTEM. ON-GOING**

- Extend the Use of Smart Cards for the Payment of Bus Fares and Parking Meter Fees. **NOT PRACTICALLY FEASIBLE**

- Continue to work Cooperatively with Customs and Border Protection to Improve Efficiency of the Ports of Entries and Minimize the effects of Southbound Inspections on Cross Border Mobility. **ON-GOING**

- Start the Implementation of the Downtown Circulation Study as far as they affect Parking, Parking Meters and Ports of Entry. **ONLY UPGRADING OF PARKING METERS TECHNOLOGY IS BEING PURSUED CURRENTLY. ON-GOING**

- Active Membership in the Border Trade Alliance, Foreign Trade Association, The Paso Del Norte Model Port of Entry Working Group, and other Regional Stakeholder Groups to Advance International Mobility and Trade. Continue to Support and Partner with the Paso Del Norte Model Port of Entry Working Group to Enhance Regional Cross Border Mobility and Trade. **ON-GOING**

- Offer Four (4) Pedestrian Toll Free Days (7 Days were offered in FY10). **NO PEDESTRIAN TOLL FREE DAYS WERE REQUESTED BY DMD**
Performance Measures

Performance Measures:

- Increase Use of Non-Cash Tolls:
  - Increase Use of AVI Tags by Passenger Vehicles for Toll Payment
  - Use of Smart Tickets from Ticket Vending Machines for Pedestrians Tolls

- Upgrade Parking Meters:
  - Upgrade 1,100 Meters with Revenues Greater than $50 to Digital Technology
  - Increase the use of Credit and Debit Cards for Payment of Parking Meter Fees

- Expand Parking Meter Program to New Areas – 425 Additional Meters

- Work with Regional Stakeholders to Develop a Regional Ports of Entries Master Plan

- Identify and Pursue Funding for Improvements at the Zaragoza POE

Impact on Council’s Strategic Plan:

- Implement The Parking Meter Plan
- Implement Regional Ports of Entries Operations Plan Recommendations
FY2012 Organizational Chart

INTernational Bridges Department

Said Larbi-Cherif, P.E.
Director

Senior Accountant
1*

Transportation Planner**
1

Secretary
1

Parking Meter Service Supervisor
1

Senior Cashiers
7

Parking Meter Service Workers
3

Accounting and Payroll Clerk
1

Electronics Technician
1

Electronics Technicians
1

Senior Toll Collectors
3

Senior Toll Collectors
3

Toll Collectors
Permanent 9 – FTE = 9
Part-Time 6 – FTE = 4.38

Toll Collectors
Permanent 12 – FTE = 12
Part-Time 6 – FTE = 4.38

FY2011 FTE = 56.25
FY2012 FTE = 56.06+

* Accountant to be Upgraded to Senior Accountant to assume more management responsibilities and to replace the vacant position of International Bridges Operations Manager.
** New position to perform needed planning and Project Implementation function. This position will replace the deleted Accountant position.
*** These two positions will be upgraded assigning them more day-to-day bridge management and operation responsibilities previously performed by the International Bridges Operations Manager.
+ Converted 3 Part-Time Positions into 2 Full-Time Positions in FY2011.

Effective September 1, 2011
## Revenues

<table>
<thead>
<tr>
<th></th>
<th>ADOPTED FY11</th>
<th>PROPOSED FY12</th>
<th>%CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRIDGE TOLLS</td>
<td>$15,622,286</td>
<td>$16,987,522</td>
<td>8.74%</td>
</tr>
<tr>
<td>GROUND RENTALS</td>
<td>65,228</td>
<td>68,489</td>
<td>5.00%</td>
</tr>
<tr>
<td>PROPERTY LEASE REVENUE</td>
<td>351,250</td>
<td>351,250</td>
<td>0%</td>
</tr>
<tr>
<td>INTERFUND TRANSFERS</td>
<td>215,228</td>
<td>218,489</td>
<td>1.52%</td>
</tr>
<tr>
<td>(SOURCES)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>$16,253,992</td>
<td>$17,625,750</td>
<td>8.44%</td>
</tr>
</tbody>
</table>
Traffic

EL PASO - CITY PORT OF ENTRIES
SOUTHBOUND PASSENGER VEHICLE AND PEDESTRIAN TRAFFIC

EL PASO - CITY PORT OF ENTRIES
SOUTHBOUND COMMERCIAL TRAFFIC
## Budget Comparison by Character

<table>
<thead>
<tr>
<th>Appropriations</th>
<th>Adopted FY11</th>
<th>Proposed FY12</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$2,114,776</td>
<td>$2,208,606</td>
<td>4.44%</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>1,271,774</td>
<td>1,547,574</td>
<td>21.69%</td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>176,600</td>
<td>276,600</td>
<td>56.63%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>102,800</td>
<td>106,100</td>
<td>3.21%</td>
</tr>
<tr>
<td>Non-Operating</td>
<td>18,000</td>
<td>36,000</td>
<td>100%</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>0</td>
<td>218,481</td>
<td>100%</td>
</tr>
<tr>
<td>Internal Transfers</td>
<td>12,570,042</td>
<td>13,232,389</td>
<td>5.27%</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$16,253,992</td>
<td>$17,625,750</td>
<td>8.44%</td>
</tr>
</tbody>
</table>

Less: Transfers/Grant Matches | 12,570,042   | 13,232,389    | 5.27%    |

Net Budget                    | $3,683,950   | $4,393,361    | 19.25%   |
### Internal Transfers

<table>
<thead>
<tr>
<th>Appropriations</th>
<th>Adopted FY11</th>
<th>Proposed FY12</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interfund Transfers (USES)</td>
<td>$215,228</td>
<td>$218,489</td>
<td>1.52%</td>
</tr>
<tr>
<td>Fund Balance Transfers (USES)</td>
<td>215,228</td>
<td>0</td>
<td>-100.00%</td>
</tr>
<tr>
<td>General Fund</td>
<td>9,461,049*</td>
<td>10,597,832</td>
<td>12.02%</td>
</tr>
<tr>
<td>Debt Service Principal</td>
<td>2,016,228</td>
<td>1,840,890</td>
<td>-8.70%</td>
</tr>
<tr>
<td>Debt Service Interest</td>
<td>662,309</td>
<td>575,170</td>
<td>-13.16%</td>
</tr>
<tr>
<td>Total Internal Transfers</td>
<td>$12,570,042</td>
<td>$13,232,381</td>
<td>5.27%</td>
</tr>
</tbody>
</table>

- Interfund Transfer is Transfer to the Bridge Fund, a Restricted Fund Dedicated to the Maintenance and Repair of Infrastructure.
- Bridge Maintenance Fund will Increase $3,261 from 5% Annual Increase in Revenues from Fiber Optic Leases.
- Debt Service will Decrease $262,477.

* FY11 Projected General Fund Transfer = $10,176,000.
Proposed Budget Comparison by Department Functions

<table>
<thead>
<tr>
<th>Division/Program</th>
<th>FY2011 Adopted</th>
<th>FY2012 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Bridges</td>
<td>$15,846,609</td>
<td>$17,211,833</td>
<td>8.61%</td>
</tr>
<tr>
<td>Parking Meters</td>
<td>192,155</td>
<td>195,428</td>
<td>1.70%</td>
</tr>
<tr>
<td>Bridge Maintenance Fund</td>
<td>215,228</td>
<td>218,489</td>
<td>1.52%</td>
</tr>
<tr>
<td>Total</td>
<td>$16,253,992</td>
<td>$17,625,750</td>
<td>8.44%</td>
</tr>
</tbody>
</table>

- International Bridges Budget Increase of $1,365,224 Main Factors:
  - $1,136,783 Increase in Transfer to the General Fund
  - $260,000 in Security Expenditures for Traffic Control at the Bridges
  - $100,000 for the Purchase of Pedestrian Toll Tickets
- Parking Meters Budget will Increase $3,273
- Bridge Maintenance Fund will Increase $3,261 from 5% Annual Increase in Revenues from Fiber Optic Leases
## Proposed Authorized Position Count

<table>
<thead>
<tr>
<th></th>
<th>FY2011 Adopted</th>
<th>FY2012 Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Non – General Fund</td>
<td>56.25</td>
<td>56.06</td>
<td>-0.34%</td>
</tr>
<tr>
<td>Total Authorized Positions</td>
<td>56.25</td>
<td>56.06</td>
<td>-0.34%</td>
</tr>
</tbody>
</table>

- A decrease of 0.19 in FTE’s or 0.34% was achieved through the conversion of three (3) part-time Toll Collector positions with full time equivalent of 0.73 to two (2) full-time Toll Collector positions.
Budget Highlights

VARIANCES/CHANGES FROM ADOPTED FY 11:

- **Security Expenditure Increased $260,000 or 43.3%** - Use of PD Officers to provide Traffic Control at Stanton, Zaragoza and BOTA to Mitigate Congestion Caused by Southbound Inspections and Commercial Traffic

- **Office supplies Increased $100,000** - Smart Tickets for Pedestrian Tolls from Ticket Vending Machines

- **Bank Service Charges and Credit Card Fees Increased 100%** - Increased use of Debit and Credit Cards for Payment of Non-Cash Tolls and Parking Meter Fees

- **Transfer to General Fund Increased $1,136,783 or 12%** - Increased Transfer to General Fund Due to Increased Toll Revenue
Budget Highlights

NEW FACILITIES AND SERVICE ENHANCEMENTS:

- Use of Smart Cards for Pedestrian Tolls
- Installation of Four (4) Unmanned Kiosks in the Passenger Vehicle Lanes that accept US Currency, Credit and Debit Card Toll Payments. The Department is currently researching the availability and cost of Kiosks that accept Mexican Currency
- New Amenities At Stanton and Paso Del Norte International Bridges:
  - Shade Structures, Automated Public Toilets, Public Art, Seating Areas, Landscaping, Drinking Fountains, Ticket Vending Machines
International Bridges – Maintenance Plan

<table>
<thead>
<tr>
<th>Project Type &amp; Name</th>
<th>Funding Source</th>
<th>FY 2012 Estimated Budget</th>
<th>FY 2013 Estimated Budget</th>
<th>FY 2014 Estimated Budget</th>
<th>FY 2015 Estimated Budget</th>
<th>FY 2016 Estimated Budget</th>
<th>5-Year Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paso Del Norte Bridge Repairs</td>
<td>SIB Loans</td>
<td>57,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>57,000</td>
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<tr>
<td>Stanton Bridge Repairs</td>
<td>SIB Loans</td>
<td>63,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>63,000</td>
</tr>
<tr>
<td>Zaragoza Bridge Repairs</td>
<td>SIB Loans</td>
<td>280,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>280,000</td>
</tr>
<tr>
<td>Structural Rehabilitation of all Bridges</td>
<td>Loan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,100,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>2,100,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>By Funding Source</th>
<th>Funding Source</th>
<th>FY 2012 Estimated Budget</th>
<th>FY 2013 Estimated Budget</th>
<th>FY 2014 Estimated Budget</th>
<th>FY 2015 Estimated Budget</th>
<th>FY 2016 Estimated Budget</th>
<th>5-Year Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIB Loans</td>
<td></td>
<td>400,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>400,000</td>
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<td>Bridge Fund</td>
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<td></td>
<td></td>
<td></td>
<td>2,100,000</td>
</tr>
<tr>
<td><strong>All Sources</strong></td>
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<td>400,000</td>
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<td></td>
<td></td>
<td></td>
<td><strong>2,500,000</strong></td>
</tr>
</tbody>
</table>

The Department budgets the following Annually:

- $150,000 to cover on-going Maintenance and Repairs to Infrastructure and Equipment
- A transfer of $150,000 plus revenue from Two (2) Fiber Optic Bridge Crossing Leases, $68,489 in FY 2012, into a Bridge Fund to cover future Maintenance. This Fund will have a Balance of $360,000 at the end of this Fiscal Year (FY2011). The Goal for the Fund is a Target Balance of $500,000 - $1M by FY 2015.