

Travis County Commissioners Court

SAMUEL T. BISCOE
County Judge

RON DAVIS
Commissioner, Pct. 1

SARAH ECKHARDT
Commissioner, Pct. 2

KAREN L. HUBER
Commissioner, Pct. 3



MARGARET J. GÓMEZ
Commissioner, Pct. 4

Travis County Administration Building, 314 W. 11th, Commissioners Courtroom, 1st Floor, Austin, Tx 78701

AGENDA
TRAVIS COUNTY COMMISSIONERS COURT
WORK SESSION
THURSDAY, JANUARY 20, 2011, AT 1:30 P.M.
314 W. 11TH STREET, COMMISSIONERS COURTROOM, 1ST FLOOR
AUSTIN, TEXAS 78701

1. DISCUSSION ON POTENTIAL COUNTY-WIDE HOTEL/MOTEL AND SHORT TERM CAR RENTAL TAX AND POTENTIAL USES, STEPS TO PROCEED AND COMMENTS. (THIS ITEM MAY BE TAKEN INTO EXECUTIVE SESSION PURSUANT TO GOV'T. CODE ANN 551.071, CONSULTATION WITH ATTORNEY)

2. DISCUSS THE FOLLOWING HUMAN RESOURCES MANAGEMENT DEPARTMENT ITEMS:
 - A. REVISED JOB DESCRIPTIONS FOR THE EXECUTIVE MANAGERS, INCLUDING JOB TITLES, AND NEW DUTIES, DEPARTMENTS FOR THE EXECUTIVE MANAGERS;
 - B. SALARY GRADING FOR THE EXECUTIVE MANAGERS;
 - C. SALARY ADJUSTMENTS FOR THE EXECUTIVE MANAGERS;
 - D. PERFORMANCE EVALUATION METHOD AND TOOLS FOR THE EXECUTIVE MANAGERS:
 - I. INDIVIDUAL EVALUATIONS;
 - II. EVALUATION OF THE EXECUTIVE MANAGEMENT TEAM;
 - III. APPLICATION OF THE TEAM PERFORMANCE MEASURE TO THE INDIVIDUAL EMS;
AND
 - E. OTHER RELATED ISSUES.

3. RECEIVE UPDATE ON TRAVIS COUNTY HAZARD MITIGATION PLAN.



Travis County Commissioners Court Agenda Request

Meeting Date: 1/20/2011, 1:30 PM, Work Session
Prepared By: Yolanda Reyes, Planning and Budget Office, 854-9106
Elected/Appointed Official/Dept. Head: Rodney Rhoades, Executive Manager
Sponsors: Judge Biscoe

AGENDA LANGUAGE:

Receive Update on Hotel/Motel and Rental Car Taxes

BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:

Please see attached documentation.

STAFF RECOMMENDATIONS:

ISSUES AND OPPORTUNITIES:

Please see attached documentation.

FISCAL IMPACT AND SOURCE OF FUNDING:

Please see attached documentation.

REQUIRED AUTHORIZATIONS:

Planning and Budget Office	Rodney Rhoades	Pending
Planning and Budget Office		Pending
County Judge's Office	Cheryl Aker	Pending
Commissioners Court	Cheryl Aker	Pending

PLANNING AND BUDGET OFFICE
TRAVIS COUNTY, TEXAS



314 W. 11th Street
P.O. Box 1748
Austin, Texas 78767

TO: Commissioners Court
FROM: Leroy W. Nellis, Budget Director
DATE: January 11, 2011
SUBJECT: Summary of Hotel/Motel and Rental Car Taxes

The Planning & Budget Office was requested in 2003 by Commissioner Davis to research Hotel/Motel and Short-Term Car Rental Taxes. Attached are the results of that research plus more current research conducted on the subject. Below is an abbreviated summary of the related facts:

1. Maximum tax to be charged is 2% within the Austin city limits and possibly up to 7% outside the boundaries of Austin and other city limits. Further research will be need to be completed to determine the exact maximum limits in each of the various jurisdictions in Travis County.
2. Chapter 334 of the Local Government Code authorizes the imposition of venue taxes for authorized venue projects provided the tax is approved at an election.
3. Bexar County utilized a citizens' advisory committee to recommend projects for funding. Bexar County's citizens advisory process took approximately one year from inception to holding the election.
4. Most counties utilize a consultant to assist with the process and filing the required information with the Comptroller and rapid transit authority.
5. PBO requests direction from Commissioners Court on how to proceed. Rodney and I are available to answer any questions.

xc: Rodney Rhoades
Budget

PLANNING AND BUDGET OFFICE
TRAVIS COUNTY, TEXAS



314 W. 11th Street
P.O. Box 1748
Austin, Texas 78767

MEMORANDUM

TO: Commissioners Court

FROM: Leroy W. Nellis, Budget Director

DATE: January 11, 2011

SUBJECT: Hotel/Motel and Short-Term Car Rental Taxes

PBO has been asked by several members of Commissioners Court to research various aspects and requirements of a Hotel/Motel and Short Term Car Rental Tax in Travis County. As back ground information, I have attached the previous correspondence on the subject:

1. Rodney Rhoades' memo dated November 3, 2010 which explains the general provisions of a Hotel/Motel and Short Term Car Rental Tax.
2. Hotel Occupancy Tax analysis provided by the County Attorney's Office.
3. My memo dated March 31, 2003 (with update) provided to Commissioner Davis.
4. John Hille, Jr. memo to Commissioner Davis dated November 12, 2002 which explains more fully some of the comments in the analysis (#2) above and concludes that "Travis County is not currently able to apply a Hotel/Motel Tax under Chapter 352 of the Tax Code." However, Chapter 334 of the Local Government Code authorizes counties to charge a Hotel/Motel Tax provided the tax is approved in a county wide election and the Comptroller determines that the implementation of the tax will not have a significant negative fiscal impact on State Revenue and the Rapid Transit Authority determines that the implementation will not have a significant negative impact on the Authority's ability to provide service and will not impair any existing contracts.

Based upon our research including conversations with Bexar and Harris Counties, PBO recommends that if the Commissioners Court desires to pursue a Hotel/Motel and Short Term Car Rental tax, a consultant who specializes in setting up these taxes be hired to assist with the process. Bexar County is researching what their consultant cost for the most recent election.

The following is a list of actions required by Commissioners Court to proceed with considering a Hotel/Motel and Short Term Car Rental Tax:

1. Vote to proceed and hire a consultant.
2. Obtain Comptroller and Rapid Transit Authority determinations required by law.
3. Determine whether a citizen's advisory group would be appointed to make recommendations on projects and help promote support for the tax in the community. Bexar County (description attached) appointed a citizen's advisory committee in June '07 and had an election in May '08.
4. Determine amount of tax up to a maximum of 2% in the city of Austin and significantly more in the unincorporated areas of Travis County. Rodney recommended in his memo to Court dated November 3, 2010 a 5% Short Term Car Rental Tax and a Hotel/Motel Tax not to exceed 1.75%.
5. Determine final list of projects to be funded by tax revenue and method of financing.
6. Set the date for the election.

PBO will be glad to coordinate this effort if the Commissioners Court desires to further pursue the Hotel/Motel and Short Term Car Rental Tax.



Leroy Nellis
Budget Director

Xc: Rodney Rhoades
Budget

Rodney Rhoades - Hotel/Motel and Short Term Car Rental Tax Project

From: Rodney Rhoades
To: Biscoe, Sam; Davis, Ron; Eckhardt, Sarah; Gomez, Margaret; Huber, Karen
Subject: Hotel/Motel and Short Term Car Rental Tax Project
CC: Chavez, Feli; Connolly, Jim; Eckstein, Deece; Einhorn, Peter; Hille,...

Leroy and I have been working on a project related to Hotel/Motel and Short Term Car Rental tax. I wanted to share with you what we have found and give you some general information on the tax(s) and what we have done to date. So far, we have been coordinating with the CA on legal issues and have met with Bexar County on what they have done with their tax. We still have a lot of "vetting" to do in terms of coordination with others such as the Auditor. In addition, we are trying to determine whether we can use funds for on-going expenses such as law enforcement, maintenance or other support functions related to the venue, etc. I have spoken to some of you about this potential source of funding but wanted to give you an idea of the work that still needs to be done before we roll this out. This "user tax" may be an opportunity to fund some needed projects without impacting the tax rate for property owners.

General Info:

Maximum amount to be charged is 2% by using the LGC 334. Based on the 2010 estimate, the City of Austin will collect \$39.5 million. As a frame of reference, Bexar County charges 1.75% for a total tax of 16.75% which is the second highest in the state behind Harris County at 17%.

I would not suggest going higher than a rate of 1.75% should you determine that this is a project worth pursuing. Here is how the tax is currently broken down in the Travis County area: 6% State, 9% City of Austin. The City of Austin currently charges 9% based on a pledge related to the City's Convention Center/Waller Creek Venue projects approved in 1999. If the voters adopted a rate of 1.75% for Travis County, we would be at 16.75% or a rate equal to Bexar County.

In addition, we could also impose a Short Term Car Rental Tax of 5%.

Bexar County estimated 2010 collections for Hot/Mot taxes at \$11.6 million and motor vehicle taxes at \$5.8 million. These revenues as well as other fees paid debt service on such projects as River Walk improvements, parks improvements, a swim center and other infrastructure projects. Prior to these projects, they used funds to pay for part of the development in and around the AT&T Center.

Here are some excerpts from the LGC as well as other material that we have found:

Chapters 334 of the Local Government Code authorize the imposition of venue taxes for authorized venue projects. The permissible venue taxes include; a sales and use tax, short-term motor vehicle rental tax, admissions tax, parking tax, facility use tax, and hotel occupancy tax. The sports venue taxes would have to be approved by the voters at an

election called and held for that purpose. A county, with voter approval, could authorize a hotel occupancy tax rate not to exceed two percent (2%). We must provide the comptroller with a fiscal impact analysis and the Court must pass a resolution on the projects etc. prior to going to the voters. The ballot proposition must specify the maximum rate of the hotel occupancy tax rate to be adopted as well as the amount for the Short Term Car Rental. In addition, we must also specify the projects and estimated cost for each.

"Related infrastructure" includes any store, restaurant, on-site hotel, concession, automobile parking facility, area transportation facility, road, street, water or sewer facility, park, or other on-site or off-site improvement that relates to and enhances the use, value, or appeal of a venue, including areas adjacent to the venue, and any other expenditure reasonably necessary to construct, improve, renovate, or expand a venue, including an expenditure for environmental remediation. (4) "Venue" means: (A) an arena, coliseum, stadium, or other type of area or facility: (i) that is used or is planned for use for one or more professional or amateur sports events, community events, or other sports events, including rodeos, livestock shows, agricultural expositions, promotional events, and other civic or charitable events; and (ii) for which a fee for admission to the events is charged or is planned to be charged; (B) a convention center facility or related improvement such as a convention center, civic center, civic center building, civic center hotel, auditorium, theater, opera house, music hall, exhibition hall, rehearsal hall, park, zoological park, museum, aquarium, or plaza located in the vicinity of a convention center or facility owned by a municipality or a county; (C) a tourist development area along an inland waterway; (D) a municipal parks and recreation system, or improvements or additions to a parks and recreation system, or an area or facility that is part of a municipal parks and recreation system; (E) a project authorized by Section 4A or 4B, Development Corporation Act of 1979 (Article 5190.6, Vernon's Texas Civil Statutes), as that Act existed on September 1, 1997; and (F) a watershed protection and preservation project; a recharge, recharge area, or recharge feature protection project; a conservation easement; or an open-space preservation program intended to protect water.

Leroy and I have been brainstorming on potential uses of such funds. We believe that this may provide an opportunity to fund some nice development projects which could include, improvements to the Expo Center, improvements to parks around Lake Travis which may provide a venue for annual events, parking for events in or around our central campus area related to Wooldridge Park or the HMS as it relates to the master plan efforts, infrastructure improvements on roadways leading into or supporting venue projects etc... Obviously we still need to fully develop a list of projects based on affordability and priorities of the Court.

I hope you think this idea is worth exploring further. If so, please let me know if there are specific questions you might have. We will continue to work with various departments and others outside the County but I wanted to let you know what we have done to date. If you do not think this is an idea worth pursuing, please let me know.

Thanks,

Rodney

Hotel Occupancy Tax

	Chapter 352 Tax Code			Chapter 334 Local Government Code	
	§§	Provision		§§	Provision
Applicability	352.002	Travis County is not currently able to apply this tax.	Applicability	334.002	Questioned, but most likely Travis County can use this tax. See Greb Abbot, Attorney General of Texas, "Economic Development Handbook 2008" 73 (2008).
Uses	N/A	None described	Uses	334.2515	This chapter does not apply to a municipal parks and recreation system (334.001(4)(D)), a project authorized by Section 4A or 4B, Development Corporation Act of 1979 (334.001(4)(E)), and a watershed protection and preservation project (334.001(4)(F)); except if it means an arena, coliseum, stadium, or other type of area or facility that is used for or planned for one or more professional or amateur sports events, community events, or other sports events and a fee for admission is charged or planned to be charged (334.001(4)(A)).
Taxed Entity	352.002(a) 352.002(b) 352.002(c)	On a person who uses/pays for a room in a hotel that costs \$2 or more each day and is ordinarily used for sleeping. The price of the room does not include the cost of food served by the hotel and the cost of personal services performed by the hotel for the person except for those services related to cleaning and readying the room. Does not apply to a person who is a permanent resident.	Taxed Entity	334.252(a)	On a person who uses/pays for a room in a hotel that costs \$2 or more each day and is ordinarily used for sleeping.
Tax Imposition	N/A	None described	Tax Imposition	334.252(b)	(1) only if an approved venue project is or is planned to be located in the county; AND (2) the tax is approved at an election held under 334.024.

Hotel Occupancy Tax

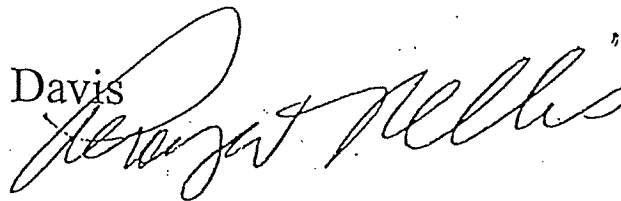
Election	N/A	None described	Election	334.024(a) 334.024(b) 334.252(e)	First, there must be a determination by the comptroller that the implementation will not have a significant negative fiscal impact on state revenue, and, if applicable, the rapid transi authority determines that the implementation will not have a significant negative impact on the authority's ability to provide service and will not impair any existing contracts. (1) Must allow the voters to vote <u>separately on each venue project</u> ; (2) designate the venue project; (3) designate each method of financing the county wants to use to finance the project and the maximum rate of each method; AND (4) allow the voters to <u>vote on each method of financing that the county wants to use to finance the project and the maximum rate of each method</u> . The Election Code governs the election
Applicable Taxing Code	N/A	None described	Applicable Taxing Code	334.253	The Tax Code, Sections 351-352. This tax is in addition to a tax imposed under Chapter 351 or 352, Tax Code.
Tax Rate	352.003(a)	Any rate <u>not to exceed seven percent</u> of the price paid for a room.	Tax Rate	334.254	Any rate <u>not to exceed two percent</u> of the price paid for a room in a hotel
Rate Increase	N/A	None described	Rate Increase	334.225	If a county has adopted a HOT tax at a rate less than two percent, then the county may increase the rate not to exceed two percent if the increase is approved by a majority of the registered voters.
Tax Collection; Penalty	352.004(a) 352.004(b)	Owner or operator shall report and send the taxes collected to the county. Owner shall pay a penalty of five percent of the amount of the tax due if fails to report the tax and an additional penalty of five percent of the amount of the tax due if the owner fails to report of pay the tax before the 31st day after the date that the report or tax payment was due.	Tax Collection; Penalty	N/A	None described

Hotel Occupancy Tax

Exemption			Exemption	N/A	None described
	352.007(a)	A United States governmental entity is exempt from the payment of this tax.			
	352.007(b)	A state governmental entity shall pay the tax imposed under Section 156.103(b), but is entitled to a refund of the tax paid.			
	352.007(c)	A state officer or employee of a state governmental entity, other than an institution of higher education, for whom a special provision or exception to the general rate of reimbursement under the General Appropriations Act applies and who is provided with photo identification verifying the identity and exempt status of the person (156.103(d)) is exempt from the payment of the tax.			
	352.007(d)	A state officer or employee of a state governmental entity, other than an institution of higher education, who is entitled to reimbursement for the cost of lodging and for whom a special provision or exception to the general rate of reimbursement under the General Appropriations Act is not applicable (156.103(c)) shall pay the tax imposed, but the state governmental entity with whom the person is associated is entitled to a refund of the tax paid.			

DUPLICATE

To: Commissioner Ron Davis
From: Leroy W. Nellis
Subject: Hotel-Motel Tax
Date: 31 March 2003



Per your request, I have contacted Harris County concerning their Hotel Tax. Mike Austin (713-755-8171) of Harris County has indicated that Harris County has a hotel tax of 7% on all hotels outside the city limits of Houston and 2% on every hotel in the city limits of Houston. Additionally, the city of Houston has a 7% hotel tax inside the city. Mike indicated that the statute Harris County utilizes prohibits the proceeds from their Hotel Tax being used for General Government Expenditures.

Furthermore, the City of Austin Hotel-Motel Occupancy Tax Report for the 2002 fiscal year indicates that the City of Austin received \$24,759,397 in hotel tax from a 9% hotel tax. You asked what Travis County would receive from a 2% Hotel Tax in the City of Austin. If Travis County were allowed to charge a 2% Hotel Tax inside the city limits of Austin, it would yield approximately 2/9 of \$24,759,397 or \$5,502,088. I have contacted the State Comptroller's Office to see if there is a way to determine the amount of revenue from hotels outside the city of Austin and in Travis County. Unfortunately there is no way to determine that revenue without reviewing every hotel address in every city in the metropolitan area to determine whether or not the hotel is within the city limits.

I hope this information is helpful.

Xc: Christian Smith
Commissioners Court

Commissioner Davis,

Per your request, I am updating my memo to you dated 31 March 2003 concerning Hotel-Motel Tax. As previously reported, I contacted Mike Austin(713-755-8171) of Harris County and he indicated that Harris County has a hotel tax of 7% on all hotels outside the Houston city limits and 2% on every hotel in the Houston city limits. Additionally, the city of Houston has a 7% hotel tax inside the city. Mike indicated that the statute Harris County utilizes prohibits the proceeds from their Hotel Tax being used for General Government Expenditures.

The City of Austin's 2003 Fiscal Year CAFR indicates the City of Austin received \$25,508,000 in hotel tax from a 9% hotel tax. If Travis County were allowed to collect a 2% Hotel Tax within the city limits of Austin, it would yield approximately \$5.6 million per year. This number is an estimate since some of the hotels in the city of Austin are in Williamson County and wouldn't be included in any Travis County Hotel Tax. According to the State Comptroller's Office, there is no way to determine the revenue from hotels outside the city limits of Austin without reviewing every hotel address in every city in the metropolitan area.

I hope this update is helpful.



KEN ODEN
COUNTY ATTORNEY
DAVID A. ESCAMILLA
FIRST ASSISTANT
JAMES W. COLLINS
EXECUTIVE ASSISTANT
314 W. 11TH, STE. 300
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AUSTIN, TEXAS 78767
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TRANSACTIONS DIVISION

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TEXAS BOARD OF LEGAL SPECIALIZATION
†MEMBER OF THE COLLEGE
OF THE STATE BAR

November 12, 2002

2002 NOV 18 AM 9:55
COMMISSIONER'S OFFICE
TRAVIS COUNTY

Honorable Ron Davis
Commissioner, Precinct One
P.O. Box 1748
Austin, Texas 78767

RE: Hotel Tax [Opinion];
File No. 189.37

Dear Commissioner Davis:

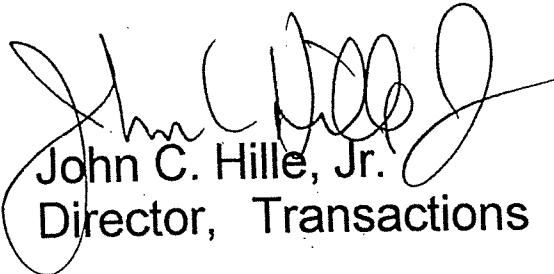
A file has been opened in our office regarding the above referenced matter. It has been given the above file number and will be handled by me. Please feel free to contact me at any time if you have any questions about the progress or status of this matter.

It will help us if you will refer to our file number in any

60150-1 189.037

communication with us about this matter.

Sincerely,



John C. Hille, Jr.
Director, Transactions

Division

JCH:clt

From: John Hille
To: Ron Davis
Date: Fri, Nov 15, 2002 3:11 PM
Subject: Bed Tax

I have continued to review this tax. Another section from the Local Government Code you will need in analyzing this tax is below:

§ 334.253. Tax Code Applicable

(a) > Sections 351.002(c), > 351.004, > 351.0041, > 351.005, and > 351.006, Tax Code, govern the imposition, computation, administration, collection, and remittance of a municipal tax authorized under this subchapter except as inconsistent with this subchapter.

(b) > Sections 352.002(c), > 352.004, > 352.0041, > 352.005, and > 352.007, Tax Code, govern the imposition, computation, administration, collection, and remittance of a county tax authorized under this subchapter except as inconsistent with this subchapter.

(c) The tax imposed by this subchapter is

in addition to a tax imposed under Chapter 351 or 352, Tax Code.

I am concerned that subsection b above, limits our use of the tax. It references the Tax Code section below:

§ 352.002. Tax Authorized

(a) The commissioners courts of the following counties by the adoption of an order or resolution may impose a tax on a person who, under a lease, concession, permit, right of access, license, contract, or agreement, pays for the use or possession or for the right to the use or possession of a room that is in a hotel, costs \$2 or more each day, and is ordinarily used for sleeping:

(1) a county that has a population of more than 3.3 million;

(2) a county that has a population of 90,000 or more, borders the Republic of Mexico, and does not have three or more cities that each have a population of more than 17,500;

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(3) a county in which there is no municipality;

(4) a county in which there is located an Indian reservation under the jurisdiction of the United States government;

(5) a county that has a population of 17,500 or less, that has no more than one municipality with a population of less than 2,500, and that borders two counties located wholly in the Edwards Aquifer Authority established by Chapter 626, Acts of the 73rd Legislature, Regular Session, 1993;

(6) a county that borders the Gulf of Mexico;

(7) a county that has a population of less than 5,000, that borders the Republic of Mexico, and in which there is located a major observatory;

(8) a county that has a population of 12,000 or less and borders the Toledo Bend Reservoir;

(9) a county that has a population of less than 12,000 and an area of less than 275 square miles;

(10) a county that has a population of 30,000 or less and borders Possum Kingdom Lake;

(11) a county that borders the Republic of Mexico and has a population of more than 300,000 and less than 600,000;

(12) a county that has a population of 35,000 or more and borders or contains a portion of Lake Fork Reservoir;

(13) a county that borders the Republic of Mexico and in which there is located a national recreation area;

(14) a county that borders the Republic of Mexico and in which there is located a national park of more than 400,000 acres;

(15) a county that has a population of 28,000 or less, that has no more than four municipalities, and that is located wholly in the Edwards Aquifer Authority established by Chapter 626, Acts of the 73rd Legislature, Regular Session, 1993; and

(16) a county that has a population of 25,000 or less, whose territory is less than 750 square miles, and that has two incorporated municipalities, each with a population of 800 or less, located on the Frio River.

(b) The price of a room in a hotel does not include the cost of food served by the hotel

and the cost of personal services performed by the hotel for the person except for those services related to cleaning and readying the room for use or possession.

(c) The tax does not apply to a person who is a permanent resident under Section 156.101 of this code.

(d) The tax imposed by a county authorized by Subsection (a)(4), (6), (8), (10), (11), or (12) to impose the tax does not apply to a hotel located in a municipality that imposes a tax under Chapter 351 applicable to the hotel. This subsection does not apply to a county authorized by Subsection (a)(6) to impose the tax that:

(1) has a population of less than 40,000 and adjoins the most populous county in this state; or

(2) has a population of more than 200,000 and borders the Neches River.

I do not think Travis County fits any of the sections listed in subsection (a). Perhaps we should raise this issue with our County

Legislative Consultant when he comes for the November 19th Comm. Ct. meeting. He could suggest a bill which would remedy this problem.

CC: Chris Fanuel



EXECUTIVE MANAGER COMPENSATION IN TRAVIS COUNTY

Introduction:

HRMD's Compensation Division was asked to provide a recommendation for Executive Manager compensation for the Court's work session scheduled January 20, 2011. For this assignment, the focus of the analysis will be concentrated on the pay grade assignment of the job classifications rather than recommendations for individuals holding these positions.

Background:

Executive Managers report directly to Commissioners Court and advise the Court on all matters within their spheres of responsibility. Historically, the County has had six Executive Manager positions, one each in each of the following areas:

- Administrative Operations
- Planning & Budget
- Transportation & Natural Resources
- Health & Human Services
- Emergency Services
- Justice & Public Safety

The Executive Manager of Administrative Operations position has been officially vacant since September 1, 2009. On November 16, 2010, Commissioners Court created an Executive Manager of Information Technology Services (ITS) position and an IT Advisory Board. Additionally the Human Resources Management Department (HRMD) was moved under the direction of the Executive Manager of Planning & Budget, while Facilities Management was temporarily moved under the direction of the Executive Manager of Emergency Services. No action was taken officially on the Records Management Department, so their place in the organizational structure is unclear.

Market History

The last comprehensive examination of Executive Manager compensation took place in FY 07 as part of the Job Analysis Project that took place in that fiscal year. The results of that analysis are shown in Table 1 below.

Table 1
Executive Managers
Market Data – FY 07

Title	Market Average FY 07	PG Placement	Actual Implementation Placement
Executive Manager – TNR	\$147,444	33	32
Executive Manager - Planning & Budget	\$147,115	33	32
Executive Manager – Justice & Public Safety	\$147,325	33	32
Executive Manager - Emergency Services	\$144,113	33	32
Executive Manager – HHS	\$141,861	32	32
Average	\$145,572	33	32

As seen in the table, the market average for Executive Manager varied slightly by discipline. At the time, the data suggested that the market average for all Executive Managers would have been higher than PG 32, which is the highest grade on the Classified Pay Scale. Based on the data, it would have been necessary to increase the number of grades to 33 to properly place these jobs on the Classified Pay Scale. In FY 07, HRMD recommended keeping the Executive Manager positions in PG 32, and the Court concurred.

Issues and Opportunities

Several significant issues are present for the analysis. For the Administrative Operations position, it is not possible to determine the scope of the job at this time due to the reallocation of reporting departments. Additionally, the Information Technology position will not have an approved job description until review by the IT Advisory Board and ratification by the court. Therefore, no analysis was conducted for these positions in this review.

For the remaining positions, the most significant issue is appropriate job matching. The Executive Manager position used by Travis County is not common in Texas county government. Where similar level positions exist, the mix of services overseen by the incumbents rarely match with the service mix overseen by the Executive Managers in Travis County. Under these conditions, HRMD must select the closest matching positions while acknowledging that the matches are not exact.

Finally, Travis County has historically placed all Executive Managers in the same pay grade even though market variations have existed. This decision may reflect a philosophical emphasis on internal equity among these positions, despite differences that may exist in the market.

Market Definition

HRMD defined the market for Executive Managers as approved public sector peers. Listed below are the public sector peers used in the analysis:

- Bexar County
- Dallas County
- Harris County
- Tarrant County
- City of Austin
- City of Ft. Worth
- City of Houston
- City of San Antonio
- City of Round Rock

Given the nature of the services that county government provides, it is doubtful if meaningful private sector matches could be found for the Health & Human Services, Emergency Services, and Justice & Public Safety positions. Conceptually, matches could exist for Transportation & Natural Resources and for Planning & Budget, but for purposes of this analysis the data was limited to public sector sources.

Data Analysis

The results of the market analysis are presented in Table 2. As seen in the table, Planning & Budget and Transportation & Natural Resources had the highest market averages. The other three positions (Justice & Public Safety, Emergency Services, and Health & Human Services cluster together at a fairly significant lower level. The overall average for these positions has increased by approximately nine percent since the last analysis was conducted in FY 2007.

All of the positions reviewed would be priced well outside the scope of the current pay grade 32, which has a midpoint of \$142,195.04. To accommodate the market data, it would be necessary to create additional pay ranges above pay grade 32.

**Table 2
Executive Managers
Market Data – FY 11**

Title	Market Average FY 11	PG Placement
Executive Manager - TNR	\$164,809	34
Executive Manager - Planning & Budget	\$163,419	34
Executive Manager - Justice & Public Safety	\$153,441	33
Executive Manager - Emergency Services	\$155,271	33
Executive Manager - HHS	\$156,591	33
Average	\$158,706	34

Table 2 shows the placement of the respective jobs if the current classified pay scale was extended in a manner similar to the current pay scale. It would be necessary to add at least two additional pay grades (33 and 34) to accommodate the positions at current market rates. If the Court decided to place all Executive Managers in the same pay grade, as it has done in the past, the recommended pay grade would be pay grade 34.

Table 3 shows what the top end of the classified pay scale would look like if additional pay grades were added to the current classified pay scale. For illustrative purposes, pay grades 32 through 35 are shown.

Conclusion

The data analysis reveals that the overall market for existing Executive Manager positions has increased by approximately nine percent since the last market analysis for these positions was conducted in FY 2007. Without question, the data show that the Executive Manager positions are behind market, the extent to which they are behind market varies by title.

The current classified pay scale would not be adequate to accommodate these positions at the current market pay rates. Given that some jobs are already classified in the same pay grades as those to whom they report (for example, the Director of Public Works is already in the same pay grade as the Executive Manager of T&R), it seems critical to expand the current classified pay scale at the upper range.

**Table 3
Extended Classified Pay Scale
Pay Grades 32 – 35**

PG		Minimum	Midpoint	Maximum
32	Hourly	\$52.5869	\$68.3630	\$84.1390
	Monthly	\$9,115.06	\$11,849.59	\$14,584.09
	Annual	\$109,380.75	\$142,195.04	\$170,740.75
33	Hourly	\$56.2680	\$73.1484	\$87.8330
	Monthly	\$9,753.12	\$12,679.06	\$15,224.38
	Annual	\$117,037.40	\$152,148.69	\$182,692.60
34	Hourly	\$60.2067	\$78.2688	\$93.9813
	Monthly	\$10,435.84	\$13,566.59	\$16,290.09
	Annual	\$125,230.02	\$162,799.10	\$195,481.08
35	Hourly	\$64.4212	\$83.7476	\$100.5600
	Monthly	\$11,166.34	\$14,516.25	\$17,430.40
	Annual	\$133,996.12	\$174,195.04	\$209,164.76

HRMD is currently in the process of conducting a comprehensive classification and compensation study for all classified jobs. That the current pay scale will need to be extended at the upper range is not unexpected, and would be necessary if Commissioners Court took action to adjust the pay grades of the Executive Managers. Under such conditions, HRMD would recommend adding pay grades 33 through 35 to accommodate the upward growth of salaries of top executive level jobs. Whether this action should take place immediately or wait until completion of HRMD's overall analysis can only be made by the Court itself.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Health and Human Services (HHS)

JOB CODE: 269
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

JOB SUMMARY:

Serves under general policy direction from the Commissioners Court. Provides executive direction and manages a broad range of functions relating to the administration of the various HHS departments. Develops, interprets, and administers policy for elected and appointed officials. Provides highly responsible and complex management and administrative support to the Commissioners Court. Manages multiple departments through subordinate management;

DISTINGUISHING CHARACTERISTICS:

This is a job classification within the Executive Managers job family; appointed by the Commissioners Court, the incumbent serves as the chief executive for the Health and Human Services functional areas and is the chief liaison between the Commissioners Court and these functional areas. The Executive Manager for HHS serves as member of the county's executive management team and may serve as the Court's designee in matters related to Health and Human Services.

AREAS OF MANAGEMENT

- Health and Human Services Department: to include Administrative Services and Research and Planning
- Community Services: to include Services for the Deaf and Hard of Hearing, Retired and Senior Volunteer Program, Summer Youth Employment Program, Neighborhood Conference Committee, Graffiti Abatement Program, Community Liaison Program, and Housing Services
- Family Support Services: to include Rent, Mortgage and Utility Assistance, Indigent Burial Program, and the Air Check Program
- Office of Children's Services: to include TRIAD, Children FIRST, the Children's Partnership, the Parenting in Recovery Grant, the CPS Reintegration Program, the Youth and Family Assessment Center, the Healthy Families Program, assistance/support of the Travis County Children's Protective Services Board, and management of the Community Partners for Children
- Veterans Services Office: to include providing direct and general support to eligible veterans, dependents and survivors in obtaining all benefits to which they are entitled.
- Texas AgriLife Extension: to include development and delivery of a research-based system of informal education utilizing available resources in agriculture, human capital and leadership, and community economic development
- Any other areas assigned by the Commissioners Court.

DUTIES AND RESPONSIBILITIES:

As the Chief Executive in the Health and Human Services functional areas, the Executive Manager is responsible for:

- Policy development (both recommended to the Court for approval or at the direction of the Court), review, implementation and management
- Program and project development, review, implementation and management
- Budgeting development, review, implementation and management. Contract negotiations, development, and monitoring.
- Hiring authority, firing authority, performance management, policy adherence, and grievance matters
- Interaction with the public, other governmental agencies, organizations (both for-profit and not-for-profit), and other concerned citizens
- Collaborative interaction with Travis County elected and appointed officials, department heads, and officials from other governmental agencies

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Health and Human Services (HHS)

JOB CODE: 269
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

- Short range and long range planning, both within the functional areas of Health and Human Services and for the County as a whole, as a member of the Executive Management Team
- Compliance with Federal, State, and Local codes, county policies, and directives from the Commissioners Court

MINIMUM REQUIREMENTS:

Education and Experience:

- Bachelor's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within Health and Human Services.

AND

- Eight (8) years of professional management and leadership experience, at least two of which within a Health and Human Services administrative area, at the executive level of state and local government, or public sector management/administration;
- Five (5) years senior administrative level experience and supervision of managerial and professional work activities with responsibility for developing, implementing, and managing goals and objectives with significant organizational impact;
- Valid Texas Driver's License.

Preferred:

- Master's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within Health and Human Services

Knowledge, Skills, and Abilities:

Demonstrated Knowledge of:

- Theory, principles, policies, practices and techniques relating to the functional areas within HHS, including personnel management, managerial accounting, and risk management.
- Theory, principles, policies, practices and techniques relating to public administration at the executive level including budgeting from various funding sources, complex contract negotiations and administration, planning, communication and presentations, research and systems analysis;
- Federal, State, Local and County applicable laws, codes, rules, regulations and guidelines.
- Computer equipment and software packages related to functional areas and executive management.
- Problem solving, report analysis,
- Business letter writing, grammar and punctuation, and report preparation.

Demonstrated Skill in:

- Collaboration, such as consensus-building, management of cross-functional teams, dispute resolution and negotiation
- Communication, orally and in writing, with small and large, diverse groups
- Leadership and Management of a diverse group of employees, including service, clerical, professional and management level employees
- Critical thinking, such as problem-solving, decision-making, and exercising independent judgment and business acumen
- Project management and coordination, on an executive level, with internal employees, outside providers, and other stakeholders

Demonstrated Ability to:

- Lead and manage employees respectfully at all levels within span of control.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Health and Human Services (HHS)

JOB CODE: 269
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

- Develop short range and long term plans to meet and facilitate the vision set by the Commissioners Court; effectively communicate the vision, plans and goals to employees at all levels within span of control
- Maintain professional ethics and personal integrity, representing the County in a professional manner
- Read and interpret geographic-related documents including, maps, engineering plans and specification, site and sub-division plans, and spatial analysis of geographic information.
- Direct and interpret quantitative, financial and systems analysis of business problems.
- Develop or lead others in development of programs which foster increased efficiency and effectiveness.
- Evaluate impact of a policy, procedure, plan and/or program, by itself and in relationship to other policies, procedures, plans or programs.
- Work in diverse, decentralized, multi-faceted organization.
- Create and successfully manage organizational change.
- Develop and interpret policies, procedures, codes, ordinances, regulations, laws and contracts.
- Write complex reports and business correspondence, including graphs, charts and other geographic information analysis.
- Effectively present information senior management and public group, to Commissioners Court, senior management, employees and public groups, including the State Legislature utilizing tact and diplomacy.
- Establish and maintain effective working relationships with Executive Managers, Commissioners Court and staff, Elected and Appointed Officials, Attorneys, Judges, other Department Heads, media, representatives of multiple outside agencies, other County employees and officials, and the general public.
- Negotiate conflict and create collaborative solutions.
- Negotiate complex contracts with public and private sector partners to utilize, share and/or leverage resources
- Develop and evaluate legislative initiatives to improve the effectiveness and efficiency of business operations and/or enhance regulatory powers for the better good of County residents.

WORK ENVIRONMENT AND PHYSICAL DEMANDS:

Physical requirements include the ability to lift/carry up to 25 pounds occasionally, visual acuity, listening, speech and hearing, hand and eye coordination and manual dexterity necessary to operate a computer and office equipment. Subject to standing, walking, carrying, extreme ambient temperatures, stress, sitting, repetitive motion, reaching, climbing stairs, bending, stooping, kneeling, crouching, crawling, pushing, pulling, driving, client/customer contact, balancing, occasional indoor/outdoor activities to perform the essential functions.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager Justice & Public Safety

JOB CODE: 265
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

JOB SUMMARY:

Serves under general policy direction from the Commissioners Court. Operates as Direct Supervisor for Department Heads for the Travis County Counseling and Education Services Department, the Juvenile Public Defender, the Mental Health Public Defender Office, the Office of Child Representation, and the Office of Parental Representation. Operates as Department Head for the Criminal Justice Planning Department. Manages multiple departments through senior administrators to ensure completion of performance mission and objectives in compliance with multi-million dollar operating and capital budgets.

Directs administrative work relating to a broad range of County management issues in the justice and public safety arena.

Advises the Commissioners Court on matters pertaining to justice and public safety issues. Works with other independently elected or appointed officials in the County, City, State and community on matters pertaining to the justice system and public safety. Serves as primary liaison between Commissioners Court and justice organizations, entities, and jurisdictions in the justice and public safety arena.

Works collaboratively with other Travis County Executive Managers to achieve the goals and objectives of the Commissioners Court.

DISTINGUISHING CHARACTERISTICS:

This is a job classification within the Executive Managers job family; appointed by the Commissioners Court, the incumbent serves as the chief executive for the Justice and Public Safety functional areas and is the chief liaison between the Commissioners Court and these functional areas. The Executive Manager for JPS serves as member of the county's executive management team and may serve as the Court's designee in matters related to Justice and Public Safety.

AREAS OF MANAGEMENT –

- Research, planning, evaluation, and program development for the Travis County justice community including law enforcement, corrections, prosecution, defense, the courts, probation, community groups, and state criminal justice.
- Assessments, programs, and case management for pretrial defendants through the Counseling and Education Services Department.
- Legal representation and services for four specialized public defender offices serving juvenile and mentally ill indigent defendants in criminal courts, and children and parents in abuse and neglect cases in the civil courts.
- Comprehensive planning through multi-agency collaborations around the local jail population, central booking process, justice technology, prisoner reentry, and law enforcement to reduce crime and enhance public safety.
- Programs and planning for prisoner reentry, at-risk youth, drug lab capacity, safe family visitation, crime victims, jail population reduction, justice performance measurement, and dissemination of evidence based practices for the local criminal justice community.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager Justice & Public Safety

JOB CODE: 265
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

DUTIES AND RESPONSIBILITIES –

As the Chief Executive in the Justice and Public Safety functional area, the Executive Manager is responsible for:

- Policy development (both recommended to the Court for approval or at the direction of the Court), review, implementation and management
- Program and project development, review, implementation and management
- Budgeting development, review, implementation and management. Contract negotiations, development, and monitoring.
- Hiring authority, firing authority, performance management, policy adherence, and grievance matters
- Interaction with the public, other governmental agencies, organizations (both for-profit and not-for-profit), and other concerned citizens
- Collaborative interaction with Travis County elected and appointed officials, department heads, and officials from other governmental agencies
- Short range and long range planning, both within the functional areas of Health and Human Services and for the County as a whole, as a member of the Executive Management Team
- Compliance with Federal, State, and Local codes, county policies, and directives from the Commissioners Court

MINIMUM REQUIREMENTS –

Education and Experience:

- Bachelor's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within Justice and Public Safety.

AND

- Eight (8) years of professional management and leadership experience with Justice and Public Safety Programs at the executive level of state and local government, or public sector management/administration;
- Five (5) years senior administrative level experience and supervision of managerial and professional work activities with responsibility for developing, implementing, and managing goals and objectives with significant organizational impact; developing work plans and/or strategic plans, and developing operating and capital budgets.

Licenses, Registrations, Certifications, or Special Requirements:

- Valid Texas Driver's License.

Preferred:

- Master's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within Justice and Public Safety.

Knowledge, Skills, and Abilities:

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager Justice & Public Safety

JOB CODE: 265
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

Demonstrated Knowledge of:

- Evidence based justice system programs, policies, and procedures.
- Theory, principles, policies, practices and techniques relating to public administration at the executive level including budgeting from various funding sources, complex contract administration, planning, communication and presentations, research and systems
- Federal, State, Local and County applicable laws, codes, rules, regulations and guidelines.
- Computer equipment and software packages related to functional areas and executive management.
- Business letter writing, grammar and punctuation, and report preparation.

Demonstrated Skill in:

- Collaboration, such as consensus-building, management of cross-functional teams, dispute resolution and negotiation
- Communication, orally and in writing, with small and large, diverse groups
- Leadership and Management of a diverse group of employees, including service, clerical, professional and management level employees
- Critical thinking, such as problem-solving, decision-making, and exercising independent judgment and business acumen
- Project management and coordination, on an executive level, with internal employees, outside contractors, and other stakeholders

Demonstrated Ability to:

- Lead and manage employees respectfully at all levels within span of control.
- Develop short range and long term plans to meet and facilitate the vision set by the Commissioners Court; effectively communicate the vision, plans and goals to employees at all levels within span of control
- Maintain professional ethics and personal integrity, representing the County in a professional manner
- Direct and interpret quantitative, financial and systems analysis of business problems.
- Develop or lead others in development of programs which foster increased efficiency and effectiveness.
- Evaluate impact of a policy, procedure, plan and/or program, by itself and in relationship to other policies, procedures, plans or programs.
- Work in diverse, decentralized, multi-faceted organization.
- Create and successfully manage organizational change.
- Develop and interpret policies, procedures, codes, ordinances, regulations, laws and contracts.
- Write complex reports and business correspondence, including graphs, charts and other geographic information analysis.
- Effectively present information senior management and public group, to Commissioners Court, senior management, employees and public groups, including the State Legislature utilizing tact and diplomacy.
- Establish and maintain effective working relationships with Executive Managers, Commissioners Court and staff, Elected and Appointed Officials, Attorneys, Judges, other Department Heads, media, representatives of multiple outside agencies, other County employees and officials, and the general public.
- Negotiate conflict and create collaborative solutions.

WORK ENVIRONMENT AND PHYSICAL DEMANDS:

Physical requirements include the ability to lift/carry up to 25 pounds occasionally, visual acuity, speech and hearing, hand and eye coordination and manual dexterity necessary to operate a computer and office equipment. Subject to standing, walking, carrying, sitting, repetitive motion, reaching, climbing stairs, bending, stooping, kneeling, crouching, crawling, pushing, pulling, driving, client/customer contact, balancing, occasional indoor/outdoor activities to perform the essential functions.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager Justice & Public Safety

JOB CODE: 265
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

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TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Transportation and Natural Resources (TNR)

JOB CODE: 272
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

JOB SUMMARY:

Serves under general policy direction from the Commissioners Court. Provides executive direction and manages a broad range of functions relating to infrastructure within the unincorporated area of a metropolitan, Texas county, including roads, bridges, parks, open space, endangered species preserves, landfills, and a cemetery. Directs work related to comprehensive urban planning and the regulation of land development, solid waste siting, on-site sewage, and stormwater management, and environmental programs. Manages the purchase and maintenance of the county's fleet. Directs the planning, financial, and administrative functions of the department. Oversees a diverse work force of over 400 employees and supervises a senior management team. Develops and interprets policy and procedures. Interacts with constituents and other governmental entities. Sets the standards for best management practices. Provides demand-responsive support to the Commissioners Court on complex issues, and manages multiple departments through senior administrators to ensure completion of performance mission and objectives in compliance with multi-million dollar operating and capital budgets. Works collaboratively with other Travis County Executive Managers to achieve the goals and objectives of the Commissioners Court. Oversees the development of programs that increase efficiency, effectiveness and long-range planning.

DISTINGUISHING CHARACTERISTICS:

This is a job classification within the Executive Managers job family; appointed by the Commissioners Court, the incumbent serves as the chief executive for the Transportation and Natural Resources functional areas and is the chief liaison between the Commissioners Court and these functional areas. The Executive Manager for TNR serves as member of the county's executive management team and may serve as the Court's designee in matters related to Transportation and Natural Resources.

AREAS OF MANAGEMENT

- County Infrastructure: public works, roads, bridges, drainage, right of way, parks, open spaces, preserves, cemetery, and maintenance of closed landfills
- Comprehensive Planning, Regulation and Enforcement: subdivisions and land development review and permitting, on-site sewage, floodplain management, landfill siting,
- Natural Resource Management: air quality, water quality, storm water management, endangered species preservation, solid waste policy and recycling,
- Countywide Fleet Purchases and Maintenance: law enforcement, vehicles, heavy equipment, and fuel management.
- Real estate, engineering, land surveying, project management, financial and budgeting, urban planning, environmental analysis, land management, human resource management, and program administration

DUTIES AND RESPONSIBILITIES:

As the Chief Executive in the Transportation and Natural Resources functional area, the Executive Manager is responsible for:

- Policy development (both recommended to the Court for approval or at the direction of the Court), review, implementation and management
- Program and project development, review, implementation and management
- Budgeting development, review, implementation and management. Contract negotiations, development, and monitoring.
- Hiring authority, firing authority, performance management, policy adherence, and grievance matters
- Interaction with the public, other governmental agencies, organizations (both for-profit and not-for-profit), and other concerned citizens
- Collaborative interaction with Travis County elected and appointed officials, department heads, and officials from

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Transportation and Natural Resources (TNR)

JOB CODE: 272
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

other governmental agencies

- Short range and long range planning, both within the functional areas of Transportation and Natural Resources and for the County as a whole, as a member of the Executive Management Team
- Compliance with Federal, State, and Local codes, county policies, and directives from the Commissioners Court

MINIMUM REQUIREMENTS:

Education and Experience:

- Bachelor's degree in Civil Engineering, Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within Transportation and Natural Resources

AND

- Eight (8) years of professional management and leadership experience with Capital Improvement Programs, Regulatory Programs, and/or Natural Resource Protection and Preservation Programs at the executive level of state and local government, or public sector management/administration;
- Five (5) years senior administrative level experience and supervision of managerial and professional work activities with responsibility for developing, implementing, and managing goals and objectives with significant organizational impact;
- Valid Texas Driver's License.

Preferred:

- Master's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within Transportation and Natural Resources
- Professional Engineer (P.E.) or related design professional authorized to practice in the State of Texas.

Knowledge, Skills, and Abilities:

Demonstrated Knowledge of:

- Theory, principles, policies, practices and techniques relating to the functional areas, including urban planning, civil engineering, construction, street maintenance, fleet and equipment maintenance, personnel management (, managerial accounting, natural resource management, and risk management.
- Theory, principles, policies, practices and techniques relating to public administration at the executive level including budgeting from various funding sources, complex contract negotiations and administration, planning, communication and presentations, research and systems analysis;
- Federal, State, Local and County applicable laws, codes, rules, regulations and guidelines.
- Computer equipment and software packages related to functional areas and executive management.
- Problem solving, technical analysis, modeling and statistical analysis, alternatives analysis, and value engineering.
- Business letter writing, grammar and punctuation, and report preparation.

Demonstrated Skill in:

- Collaboration, such as consensus-building, management of cross-functional teams, dispute resolution and negotiation
- Communication, orally and in writing, with small and large, diverse groups
- Leadership and Management of a diverse group of employees, including service, clerical, professional and management level employees
- Critical thinking, such as problem-solving, decision-making, and exercising independent judgment and business acumen
- Project management and coordination, on an executive level, with internal employees, outside contractors, and other stakeholders

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Transportation and Natural Resources (TNR)

JOB CODE: 272
PAY GRADE:

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

Demonstrated Ability to:

- Lead and manage employees respectfully at all levels within span of control.
- Develop short range and long term plans to meet and facilitate the vision set by the Commissioners Court; effectively communicate the vision, plans and goals to employees at all levels within span of control
- Maintain professional ethics and personal integrity, representing the County in a professional manner
- Read and interpret geographic-related documents including, maps, engineering plans and specification, site and sub-division plans, and spatial analysis of geographic information.
- Direct and interpret quantitative, financial and systems analysis of business problems.
- Develop or lead others in development of programs which foster increased efficiency and effectiveness.
- Evaluate impact of a policy, procedure, plan and/or program, by itself and in relationship to other policies, procedures, plans or programs.
- Work in diverse, decentralized, multi-faceted organization.
- Create and successfully manage organizational change.
- Develop and interpret policies, procedures, codes, ordinances, regulations, laws and contracts.
- Write complex reports and business correspondence, including graphs, charts and other geographic information analysis.
- Effectively present information senior management and public group, to Commissioners Court, senior management, employees and public groups, including the State Legislature utilizing tact and diplomacy.
- Establish and maintain effective working relationships with Executive Managers, Commissioners Court and staff, Elected and Appointed Officials, Attorneys, Judges, other Department Heads, media, representatives of multiple outside agencies, other County employees and officials, and the general public.
- Negotiate conflict and create collaborative solutions.
- Negotiate complex contracts with public and private sector partners to acquire real property, cost share capital improvement projects, and share or leverage resources
- Develop and evaluate legislative initiatives to improve the effectiveness and efficiency of business operations and/or enhance regulatory powers for the better good of County residents.

WORK ENVIRONMENT AND PHYSICAL DEMANDS:

Physical requirements include the ability to lift/carry up to 25 pounds occasionally, visual acuity, listening, speech and hearing, hand and eye coordination and manual dexterity necessary to operate a computer and office equipment. Subject to standing, walking, carrying, extreme ambient temperatures, stress, sitting, repetitive motion, reaching, climbing stairs, bending, stooping, kneeling, crouching, crawling, pushing, pulling, driving, client/customer contact, balancing, occasional indoor/outdoor activities to perform the essential functions.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Planning and Budget

JOB CODE: 271
PAY GRADE: 32

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

JOB SUMMARY:

Serves under the general policy direction from the Commissioners Court. Directs administrative work relating to a broad range of County management issues. Administratively responsible for countywide development and recommendation for resource allocation policies and procedures, rules, schedules, guidelines and practices. Directs the Directors of Planning and Budget, Human Resources and other Managers within the Planning and Budget functional areas, develops and interprets policy for elected and appointed officials, department heads, constituents and other governmental entities, and sets the standard for best management practices. Provides highly responsible and complex administrative support to the Commissioners Court, and manages department directors through subordinate staff to ensure completion of performance mission and objectives in compliance with operating and capital budget as well as other management areas. Works collaboratively with other Travis County Executives to achieve the goals and objectives of the Commissioners Court. Oversees the development of programs that increase efficiency, effectiveness and long-range planning.

DISTINGUISHING CHARACTERISTICS:

This is a job classification within the Executive Managers job family; appointed by the Commissioners Court, the incumbent serves as the chief executive for the Planning and Budget Office functional areas and is the chief liaison between the Commissioners Court and these functional areas. The Executive Manager for PBO serves as member of the county's executive management team and may serve as the Court's designee in matters related to Planning and Budget Office.

AREAS OF MANAGEMENT:

- County Budget: oversees, through subordinate management the preparation and administration of Travis County's overall budget, ensuring that resources are dispersed equitably and effectively to meet the county's mission and goals
- Strategic Planning: Oversees the development of the County's strategic plan, coordinating departments and resources, and collaborating closely with the Executive Management team.
- Human Resources: oversees, through subordinate management, the administration of the Human Resources functions for the County, including compensation, benefits, employee relations, staffing, organizational development, risk management, and HRIS administration.
- County Corporations: Oversees the administration of county corporations, as directed by Commissioners Court.
- Transition and Succession Planning: Ensures long-term workforce readiness by coordinating budget resources and human resources planning

DUTIES AND RESPONSIBILITIES:

As the Chief Executive in the Planning and Budget functional areas, the Executive Manager is responsible for:

- Policy development (both recommended to the Court for approval or at the direction of the Court), review, implementation and management
- Program and project development, review, implementation and management
- Budgeting development, review, implementation and management. Contract negotiations, development, and monitoring.
- Hiring authority, firing authority, performance management, policy adherence, and grievance matters
- Interaction with the public, other governmental agencies, organizations (both for-profit and not-for-profit), and other concerned citizens

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Planning and Budget

JOB CODE: 271

PAY GRADE: 32

FLSA STATUS: Exempt

LAST REVISED: 02/01/11

- Collaborative interaction with Travis County elected and appointed officials, department heads, and officials from other governmental agencies
- Short range and long range planning, both within the functional areas of Administration and Resource Management and for the County as a whole, as a member of the Executive Management Team
- Compliance with Federal, State, and Local codes, county policies, and directives from the Commissioners Court

MINIMUM REQUIREMENTS:

Education and Experience:

- Bachelor's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within the Planning and Budget Office.

AND

- Eight (8) years of professional management and leadership experience with Finance, Planning, Budget, and/or Human Resources at the executive level of state and local government, or public sector management/administration;
- Five (5) years senior administrative level experience and supervision of managerial and professional work activities with responsibility for developing, implementing, and managing goals and objectives with significant organizational impact; developing work plans and/or strategic plans, and developing operating and capital budgets.

Licenses, Registrations, Certifications, or Special Requirements:

- Valid Texas Driver's License.

Preferred:

- Master's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within the Planning and Budget Office.

Knowledge, Skills, and Abilities:

Demonstrated Knowledge of:

- Theory, principles, policies, practices and techniques relating to the functional areas, including strategic planning, personnel management, budgeting, managerial accounting, and risk management.
- Theory, principles, policies, practices and techniques relating to public administration at the executive level including budgeting from various funding sources, complex contract negotiations and administration, planning, communication and presentations, research and systems analysis.
- Federal, State, Local and County applicable laws, codes, rules, regulations and guidelines.
- Computer equipment and software packages related to functional areas and executive management.
- Problem solving, technical analysis, modeling and statistical analysis, alternatives analysis.
- Business letter writing, grammar and punctuation, and report preparation.

Demonstrated Skill in:

- Collaboration, such as consensus-building, management of cross-functional teams, dispute resolution and negotiation
- Communication, orally and in writing, with small and large, diverse groups
- Leadership and Management of a diverse group of employees, including service, clerical, professional and management level employees
- Critical thinking, such as problem-solving, decision-making, and exercising independent judgment and business

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Planning and Budget

JOB CODE: 271
PAY GRADE: 32

FLSA STATUS: Exempt
LAST REVISED: 02/01/11

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- Project management and coordination, on an executive level, with internal employees, outside contractors, and other stakeholders

Demonstrated Ability to:

- Lead and manage employees respectfully at all levels within span of control.
- Develop short range and long term plans to meet and facilitate the vision set by the Commissioners Court; effectively communicate the vision, plans and goals to employees at all levels within span of control
- Maintain professional ethics and personal integrity, representing the County in a professional manner
- Direct and interpret quantitative, financial and systems analysis of business problems.
- Develop or lead others in developing or changing programs to foster increased efficiency and effectiveness.
- Evaluate impact of a policy, procedure, plan and/or program, by itself and in relationship to other policies, procedures, plans or programs.
- Work in diverse, decentralized, multi-faceted organization.
- Create and successfully manage organizational change.
- Develop and interpret policies, procedures, codes, ordinances, regulations, laws and contracts.
- Write complex reports and business correspondence, including graphs and charts.
- Effectively present information senior management and public group, to Commissioners Court, senior management, employees and public groups, including the State Legislature utilizing tact and diplomacy.
- Establish and maintain effective working relationships with Executive Managers, Commissioners Court and staff, Elected and Appointed Officials, Attorneys, Judges, other Department Heads, media, representatives of multiple outside agencies, other County employees and officials, and the general public.
- Negotiate conflict and create collaborative solutions.
- Negotiate complex contracts with public and private sector partners to share or leverage resources
- Develop and evaluate legislative initiatives to improve the effectiveness and efficiency of business operations and/or enhance regulatory powers for the better good of County residents.

WORK ENVIRONMENT AND PHYSICAL DEMANDS:

Physical requirements include the ability to lift/carry up to 25 pounds occasionally, visual acuity, listening, speech and hearing, hand and eye coordination and manual dexterity necessary to operate a computer and office equipment. Subject to standing, walking, carrying, extreme ambient temperatures, stress, sitting, repetitive motion, reaching, climbing stairs, bending, stooping, kneeling, crouching, crawling, pushing, pulling, driving, client/customer contact, balancing, occasional indoor/outdoor activities to perform the essential functions.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Emergency Services

JOB CODE:

FLSA STATUS: Exempt

PAY GRADE:

LAST REVISED: 02/01/11

JOB SUMMARY:

Serves under general policy direction from the Commissioners Court. Provides executive direction and manages a broad range of functions relating to Emergency Services, Emergency Medical Services, Technology and Communications, Medical Examiner's Office, and Fire Marshall's Office. Directs the planning, financial, and administrative functions of the department. Oversees an internal work force of Travis County employees as well as coordinates with other governmental entities to ensure that contracted services and interlocal agreements meet the needs of Travis County residents. Develops and interprets policy and procedures. Interacts with constituents and other governmental entities. Sets the standards for best management practices. Provides demand-responsive support to the Commissioners Court on complex issues, and manages multiple departments through senior administrators to ensure completion of performance mission and objectives in compliance with multi-million dollar operating budget. Works collaboratively with other Travis County Executive Managers to achieve the goals and objectives of the Commissioners Court. Oversees the development of programs that increase efficiency, effectiveness and long-range planning. Operates as the direct supervisor for all department heads and appointed officials within the Emergency Services functional areas.

DISTINGUISHING CHARACTERISTICS:

This is a job classification within the Executive Managers job family; appointed by the Commissioners Court, the incumbent serves as the chief executive for the Emergency Services functional areas and is the chief liaison between the Commissioners Court and these functional areas. The Executive Manager for Emergency Services serves as member of the county's executive management team and may serve as the Court's designee in matters related to Emergency Services.

AREAS OF MANAGEMENT

- Emergency Services: enhancing the safety and security of Travis County residents and visitors by coordinating emergency medical, transport, investigatory, and communication services both within the County and with partner providers
- Emergency Medical Services: including the delivery of EMS services by ground and air, coordinating with partner providers
- Technology and Communications: including oversight of the communication systems, which support Emergency Services staff and partner providers
- Medical Examiner's Office: including oversight of staff and administration to ensure that the Medical Examiner's Office meets the statutory requirements
- Fire Marshall's Office: including supervision of staff and administration to ensure the enforcement of the Fire Code.

DUTIES AND RESPONSIBILITIES:

As the Chief Executive in the Emergency Services functional area, the Executive Manager is responsible for:

- Policy development (both recommended to the Court for approval or at the direction of the Court), review, implementation and management
- Program and project development, review, implementation and management
- Budgeting development, review, implementation and management. Contract negotiations, development, and monitoring.
- Hiring authority, firing authority, performance management, policy adherence, and grievance matters
- Interaction with the public, other governmental agencies, organizations (both for-profit and not-for-profit), and other concerned citizens
- Collaborative interaction with Travis County elected and appointed officials, department heads, and officials from other governmental agencies

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Emergency Services

JOB CODE:

FLSA STATUS:

Exempt

PAY GRADE:

LAST REVISED:

02/01/11

- Short range and long range planning, both within the functional areas of Transportation and Natural Resources and for the County as a whole, as a member of the Executive Management Team
- Compliance with Federal, State, and Local codes, county policies, and directives from the Commissioners Court

MINIMUM REQUIREMENTS:

Education and Experience:

- Bachelor's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within Emergency Services.

AND

- Eight (8) years of professional management and leadership experience with Emergency Services Programs at the executive level of state and local government, or public sector management/administration;
- Five (5) years senior administrative level experience and supervision of managerial and professional work activities with responsibility for developing, implementing, and managing goals and objectives with significant organizational impact; developing work plans and/or strategic plans, and developing operating and capital budgets.

Licenses, Registrations, Certifications, or Special Requirements:

- Valid Texas Driver's License.

Preferred:

- Master's degree in Business Administration, Management, Public Administration or a field directly related to one or more of the functional areas within Emergency Services.

Knowledge, Skills, and Abilities:

Demonstrated Knowledge of:

- Theory, principles, policies, practices and techniques relating to the functional areas, including emergency services,, personnel management,, managerial accounting, natural resource management, and risk management.
- Theory, principles, policies, practices and techniques relating to public administration at the executive level including budgeting from various funding sources, complex contract negotiations and administration, planning, communication and presentations, research and systems analysis;
- Federal, State, Local and County applicable laws, codes, rules, regulations and guidelines.
- Computer equipment and software packages related to functional areas and executive management.
- Problem solving, technical analysis, modeling and statistical analysis, alternatives analysis.
- Business letter writing, grammar and punctuation, and report preparation.

Demonstrated Skill in:

- Collaboration, such as consensus-building, management of cross-functional teams, dispute resolution and negotiation
- Communication, orally and in writing, with small and large, diverse groups
- Leadership and Management of a diverse group of employees, including service, clerical, professional and management level employees
- Critical thinking, such as problem-solving, decision-making, and exercising independent judgment and business acumen
- Project management and coordination, on an executive level, with internal employees, outside contractors, and other stakeholders

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Executive Manager, Emergency Services

JOB CODE:

FLSA STATUS: Exempt

PAY GRADE:

LAST REVISED: 02/01/11

Demonstrated Ability to:

- Lead and manage employees respectfully at all levels within span of control.
- Develop short range and long term plans to meet and facilitate the vision set by the Commissioners Court; effectively communicate the vision, plans and goals to employees at all levels within span of control
- Maintain professional ethics and personal integrity, representing the County in a professional manner
- Direct and interpret quantitative, financial and systems analysis of business problems.
- Develop or lead others in developing or changing programs to foster increased efficiency and effectiveness.
- Evaluate impact of a policy, procedure, plan and/or program, by itself and in relationship to other policies, procedures, plans or programs.
- Work in diverse, decentralized, multi-faceted organization.
- Create and successfully manage organizational change.
- Develop and interpret policies, procedures, codes, ordinances, regulations, laws and contracts.
- Write complex reports and business correspondence, including graphs and charts.
- Effectively present information senior management and public group, to Commissioners Court, senior management, employees and public groups, including the State Legislature utilizing tact and diplomacy.
- Establish and maintain effective working relationships with Executive Managers, Commissioners Court and staff, Elected and Appointed Officials, Attorneys, Judges, other Department Heads, media, representatives of multiple outside agencies, other County employees and officials, and the general public.
- Negotiate conflict and create collaborative solutions.
- Negotiate complex contracts with public and private sector partners to share or leverage resources
- Develop and evaluate legislative initiatives to improve the effectiveness and efficiency of business operations and/or enhance regulatory powers for the better good of County residents.

WORK ENVIRONMENT AND PHYSICAL DEMANDS:

Physical requirements include the ability to lift/carry up to 25 pounds occasionally, visual acuity, listening, speech and hearing, hand and eye coordination and manual dexterity necessary to operate a computer and office equipment. Subject to standing, walking, carrying, extreme ambient temperatures, stress, sitting, repetitive motion, reaching, climbing stairs, bending, stooping, kneeling, crouching, crawling, pushing, pulling, driving, client/customer contact, balancing, occasional indoor/outdoor activities to perform the essential functions.



TRAVIS COUNTY PERFORMANCE APPRAISAL for EXECUTIVE MANAGERS

To: Members of the Commissioners Court
Executive Managers

From: Diane Blankenship, Director
Human Resources Management Department

Re: Executive Manager Performance Review

The following draft document is being piloted as part of the Travis County Performance Appraisal System. County Executive Success factors are aligned with the Mission, Vision and Values of Travis County. These factors ensure that performance from the Executive Manager is relevant, effective and efficient while maintaining the public's trust.

This appraisal process aligns with the recommendation of the Commissioner's Court that all employees reporting into the Court receive an evaluation completed *at least annually*.

Please complete by the attached evaluation by <date> and return to Diane Blankenship, Director, HRMD for further processing.

Instructions for completing this evaluation follows.



TRAVIS COUNTY PERFORMANCE APPRAISAL for EXECUTIVE MANAGERS

Instructions for Completing the Executive Manager Evaluation:

The Executive Manager has provided Related Accomplishments in Section 3 aligned with the duties and responsibilities for his/her position.

Commissioners Court Members should

- 1) provide input into the **grey areas** of the Uphold Public Trust success factor in Section 3.
- 2) collaborate with fellow subcommittee member and use the Rating Scale in Section 1 to indicate (in the grey shaded areas) the rating of each Executive Success Factor in Section 3. Mark in **grey box** denoting 5-Outstanding, 4-Excellent, 3 - Successful, 2 – Needs Improvement, or 1 – Below Expectations.
- 3) provide input into the **yellow areas** for
 - Section 4: Goals Objective for Next Review Period (if applicable)
 - Section 5: Commissioner Court Feedback/Ratings
 - Section 7: Signatures

Please complete by <date> and return to Diane Blankenship, Director, HRMD for

- 1) compilations of all comments on one document
- 2) completion of Section 6, Summary of Courtmember Ratings
- 3) distribution and signature to the Executive Manager and
- 4) copy to the Court Members and personnel file

SECTION 1: Rating Scale

The following scale is used to indicate performance of each County Executive Success Factor as well as overall performance of the Executive Manager.

- 5 = Outstanding:** Is consistently well above the performance standards. Level of work and initiatives are significantly advanced and have improved the work flow of the department's, County's or community's interest. Two or more major contributions or had major achievements in the areas of: quality strategic execution, efficient service delivery, effective service delivery, public trust or other areas exemplifying the County's core values including mastery of knowledge and skills
- 4 = Excellent:** Performance standards are exceeded on most occasions. Consistently anticipates the needs of the department, County and community. Has made a major achievement in the areas of of: quality strategic execution, efficient service delivery, effective service delivery, public trust or other areas exemplifying the County's core values including mastery of knowledge and skills.
- 3 = Successful:** Performance standards have been met and work meets expectation. Has been responsive and receptive of role requirements. Achieved the objectives of the role.
- 2= Needs Improvement:** Performance is below standards and has negatively impacted service delivery. Not responsive to instruction for performance. Additional effort is needed to improved performance.
- 1 = Unacceptable:** Performance does not meet performance standards. Sufficient improvement has not been shown. Errors are repeated and no response has been made to instructions, or direction. Is not able to consistently deliver on expectations. Minimum performance levels are not met and immediate improvement is needed. Demotion or termination is likely. performance improvement plan in place.

SECTION 2: County Executive Success Factors

The following factors are characteristics of successful program, project and people engagement which the way Travis County expects its Executive Managers to perform aligned with Travis County's Mission, Vision and Values.

- I. Strategic execution of duties and responsibilities for functional areas, including plans, projects and programs aligned within County's Mission, Vision and Values.**
Achieves results that support the organization's strategic goals; is timely and complete in implementing important initiatives, programs and processes; demonstrates appropriate judgment in anticipating organizational impact

- II. Quality service delivery which is effective and efficient**
(Specifically with justice & public safety, preserving health, serving veterans, providing a safety net for the needy, fostering efficient transportation systems, promoting recreational activities and/or preserving the County's resources)
Through Collaborative Leadership
With a diverse team: maximizes performance; recruits, retains and rewards outstanding contributors; ensures successful team service delivery; works harmoniously cross-

functionally; is respectful of roles and spheres of influence. Is aware of department and organizational role; influences and persuades others to support organizational agenda; gains consensus

With a diverse community: leverages additional resources outside of the County for partnership in service delivery; balances responsiveness to community needs while adhering to the needs of the County; provides high-level of customer service; displays spirit of cooperation; effectively represents the County through proactive, two-way communication.

Through Fiscal Responsibility

Uses fiscal means appropriately while addressing thoroughness, accuracy and timeliness; demonstrates appropriate concern when utilizing cost and resources for administrative expenditures; rewards individuals appropriately based on contribution and performance; is continuously looking for the best solution at the lowest cost

Through Initiative and Innovation

Keeps current regarding needs of the community; thinks 'out-of-the-box'; can-do attitude when addressing challenges/obstacles; interested and enthusiastic in service delivery; open to and addresses feedback; takes on additional responsibility; is future-oriented

III. Uphold Public Trust

- a. Adheres to policies and procedures; take the appropriate partners; appropriately addresses matters which adversely impact or distract from Travis County's mission, vision and goals; puts the County first before self; is transparent; communicates information which is relevant and timely; act with resilience, integrity and persistence in the face of conflict, risk or change; express views with tact and respect; is credible within Service area; holds self and others accountable for results;

**SECTION 3 –
ACCOMPLISHMENTS TOWARD COUNTY EXECUTIVE SUCCESS
FACTORS**

Employee Name:		Job Title:				
Appraisal Date:						
Executive Manager Duties and Responsibilities	1	2	3	4	5	Related Accomplishments (EM completes this section)
<ul style="list-style-type: none"> • Policy development (both recommended to the Court for approval or at the direction of the Court), review, implementation and management • Program and project development, review, implementation and management • Budgeting development, review, implementation and management. Contract negotiations, development, and monitoring. • Hiring authority, firing authority, performance management, policy adherence, and grievance matters • Interaction with the public, other governmental agencies, organizations (both for-profit and not-for-profit), and other concerned citizens • Collaborative interaction with Travis County elected and appointed officials, department heads, and officials from other governmental agencies • Short range and long range planning, both within the functional areas of Health and Human Services and for the County as a whole, as a member of the Executive Management Team • Compliance with Federal, State, and Local codes, county policies, and directives from the Commissioners Court 						

Executive Manager Performance Appraisal

Objectives:						
County Executive Success Factors:	1	2	3	4	5	Related Accomplishments (EM completes this section)
Quality service delivery which is effective and efficient through Collaborative Leadership						
<ul style="list-style-type: none"> • Maximizes performance • Recruits, retains and rewards outstanding contributors • Ensures successful team service delivery • Works harmoniously cross-functionally • Is respectful of roles and spheres of influence • Is aware of department and organizational role • Influences and persuades others to support organizational agenda • Gains consensus 						
County Executive Success Factors:	1	2	3	4	5	Related Accomplishments (EM completes this section)
Quality service delivery which is effective and efficient through Fiscal Responsibility						
<ul style="list-style-type: none"> ▪ Uses fiscal means appropriately while addressing thoroughness, accuracy and timeliness ▪ Demonstrates appropriate concern when utilizing 						

Executive Manager Performance Appraisal

<ul style="list-style-type: none"> • cost and resources for administrative expenditures ▪ Is continuously looking for the best solution at the lowest cost ▪ Rewards individuals appropriately based on contribution and performance 						
County Executive Success Factors:	1	2	3	4	5	Related Accomplishments (EM completes this section)
Quality service delivery which is effective and efficient through Initiative/Innovation						
<ul style="list-style-type: none"> ▪ Keeps current regarding needs of the community, thinks 'out-of-the-box' ▪ Can-do attitude when addressing challenges/obstacles ▪ Interested and enthusiastic in service delivery ▪ Open to and addresses feedback ▪ Takes on additional responsibility ▪ Is future-oriented 						
County Executive Success Factors:	1	2	3	4	5	Related Accomplishments CC completes this section
Uphold Public Trust						
<ul style="list-style-type: none"> • Adheres to policies and procedures • Takes the appropriate partners • Appropriately addresses matters which adversely impact or distract from Travis County's mission, vision and goals • Puts the County first before self • Is transparent • Communicates information which is relevant and 						

Executive Manager Performance Appraisal

timely

- Acts with resilience, integrity and persistence in the face of conflict, risk or change
- Expresses views with tact and respect
- Is credible within Service area
- Holds self and others accountable for results
- Contribution and performance

SECTION 4: GOALS AND OBJECTIVES FOR NEXT REVIEW PERIOD

I.	Goals and Objectives For Next FY11 (To be completed by Executive Manager) This section is provided to allow the employee to communicate future career development goals so that the Subcommittee can assist in facilitating these goals. The objectives should be followed-up on during regularly status meetings with the Executive Manager	
1.		
2.		
3.		
4.		
II.	Goals and Objectives For Next FY11 (To be completed by Commissioner Court Members) Please added additional objective you would like the Executive Manager to consider for the next review period.. These objectives should be followed up with you directly for strategic planning purposes by the Executive Manager.	
1.		Due Date
2.		
3.		
4.		

SECTION 5: COMMISSIONER'S COURT FEEDBACK/RATINGS

(To be completed by members of the Court)

Please provide additional input regarding the Executive's ability this period to delivery on the factors of 1) execution of service 2) quality of service as it relates to efficiency and effectiveness in collaborative leadership, fiscal responsibility and innovation/initiative and 3) public trust.

Indicate overall rating of performance as:

Unacceptable Needs Improvement Successful Excellent Outstanding

JUDGE SAM BISCOE

Performance Rated As:

Unacceptable Needs Improvement Successful Excellent Outstanding

COMMISSIONER PCT 1 RON DAVIS

Performance Rated As:

Unacceptable Needs Improvement Successful Excellent Outstanding

COMMISSIONER PCT 2 SARAH ECHKARDT

Performance Rated As:

Unacceptable Needs Improvement Successful Excellent Outstanding

COMMISSIONER PCT 3 KAREN HUBER

Performance Rated As:

Unacceptable Needs Improvement Successful Excellent Outstanding

COMMISSIONER PCT 4 MARGARET GOMEZ

Performance Rated As:

Unacceptable Needs Improvement Successful Excellent Outstanding

SECTION 6: SUMMARY OF COURT MEMBER RATINGS

Completed by HRMD and reflects number of each rating Court members provided from above section.

Unacceptable Needs Improvement Successful Excellent Outstanding

SECTION 7: SIGNATURES

Executive Manager:

Signature: _____ Date _____

*Your signature does not mean you agree with the appraisal, it signifies that you have received your Performance Appraisal Form has been discussed with you and that you understand that a copy of the completed appraisal materials will be placed in your personnel file

Sub committee member? - ___ County Judge's Signature :

_____ Date _____

Sub committee member? - ___ Commissioner Signature:

_____ Date _____

Sub committee member? - ___ Commissioner Signature:

_____ Date _____

Sub committee member? - ___ Commissioner Signature:

_____ Date _____

Sub committee member? - ___ Commissioner Signature:

_____ Date _____

Work Session Item 3

Travis County Commissioners Court Agenda Request

Voting Session _____

Work Session 1/20/2011

I. A. Request made by:  Steven M. Manilla, P.E. Phone # 854-9383
TNR Executive Manager

B. Requested Text: **Receive briefing on the five year update to Travis County's Hazard Mitigation Plan.**

C. Approved by: _____
Samuel Biscoe, Travis County Judge

II. A. Backup memorandum and exhibits should be attached and submitted with this Agenda Request (original and eight (8) copies of agenda request and backup).

B. Please list all of the agencies or officials names and telephone numbers that might be affected or be involved with the request. Send a copy of the Agenda Request and backup to them:

Melinda Mallia, TNR, 854-9383
Stacey Scheffel, TNR 854-9383
Danny Hobbie, TCDES 854-9387
Pete Baldwin, TCDES 974-0472
Stacy Moore-Guajardo, TCDES 974-0472

III. Required Authorizations: Please check if applicable:

Planning and Budget Office (854-9106)

- Additional funding for any department or for any purpose
 Transfer of existing funds within or between any line item budget
 Grant

Human Resources Department (854-9165)

- A change in your department's personnel (reclassifications, etc.)

Purchasing Office (854-9700)

- Bid, Purchase Contract, Request for Proposal, Procurement

County Attorney's Office (854-9415)

- Contract, Agreement, Policy & Procedure

AGENDA REQUEST DEADLINE: This Agenda Request complete with backup memorandum and exhibits **MUST** be submitted to the County Judge's Office no later than 5:00 p.m. on Tuesday for the following week's meeting. Late or incomplete requests will be deferred.



Travis County
Texas

2010/2011 Hazard Mitigation Plan Update



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Section 2 Executive Summary

Background

Travis County, Texas undertook development of the original *Hazard Mitigation Plan* because of increasing awareness that natural and man-made hazards, especially flood hazards, may affect many people and property in the area. The Plan was a requirement associated with receipt of Federal Emergency Management Agency (FEMA) mitigation grant program funds, administered by the Texas Division of Emergency Management (TDEM) and the Texas Water Development Board (TWDB). In addition, the Plan is a pre-qualification of eligibility for other mitigation funds.

The original Plan, prepared in 2004 and approved in 2005, (hereinafter referred to as the 2004 Plan) was prepared by a Mitigation Planning Committee (MPC) composed of County staff from Emergency Management Services and the Transportation & Natural Resources Department, with input from representatives from the Lower Colorado River Authority, City of Austin and Texas Water Development Board. The 2010 update was completed using a similar process, with a Mitigation Planning Committee that included representatives from Travis County EMS, TNR, and the Cities of Sunset Valley, Pflugerville, and Village of the Hills. Specifics of the process are discussed in Section 4 of the update, Introduction to Mitigation Planning.

Hazards and Risk

This Plan update includes a re-evaluation of Travis County's risks from natural hazards, and quantitative risk assessments for the County as a whole, with more detailed assessments for certain asset classes. Good indications of the hazards that have affected the Travis County area in the past are the Emergency Operations Center (EOC) activations. Since 1994, the EOC has been activated 83 times. Many of these were associated with natural hazards. A summary of the natural hazard related activations since 1994 include: twenty six activations due to flooding (five of these were Presidential disaster declarations directly affecting Travis County); eleven activations due to ice storms; nine activations due to high wind events (including tornadoes); one activation due to wildfire (this was also a State of Texas declaration); and two due to drought conditions (one of which was also a Presidential disaster declaration). The remaining activations were primarily related to non-natural hazard events, such as the swine flu outbreak.

Eight hazards were initially identified and profiled by the MPC. These hazards included: Floods; Tornadoes; Wildland Grass/Brush Fire; Drought; Severe Storms; Winter Storms; Seismic/ Earthquakes; and Landslides. After these initial eight hazards were profiled, the MPC used a ranking system with five criteria to reduce the list of hazards to those with the most potential to impact the County. The criteria included: (1) History, (2) Potential for mitigation, (3) Presence of susceptible areas, (4) Data availability, and (5) Federal disaster declarations and local emergency declarations. This classification allowed the County to focus its update efforts on the most significant hazards. This assessment, which is consistent with the original plan, resulted in two hazards of significance, for which a more detailed risk assessment was completed. These two hazards are; floods and tornadoes: The following table is a summary of the flood and tornado risk assessment completed as part of the Plan update process.



Section 2
Executive Summary

Summary of Travis County Flood and Tornado Risks
by Asset and Hazard Type (100-year horizon)

Asset	Hazard	Risk (100-year horizon)
Residential repetitive loss (RL) properties	Floods	\$6,766,163
Residential severe repetitive loss (SRL) properties	Floods	\$2,033,208
Per capita (Countywide)	Tornado wind (life safety)	\$1,498

Flooding poses the most significant risk in Travis County. Most rivers and streams in the planning area have some existing buildings that are exposed to flood damage. It is estimated that about 20 percent of buildings in Travis County are exposed to some degree of flooding. Travis County has experienced periodic flooding, often resulting in localized damage. It is estimated that nearly 6,800 buildings and many more parcels of undeveloped land in Travis County are located within areas shown on flood hazard maps prepared by the Federal Emergency Management Agency (FEMA).

FEMA maintains statistics on prior flood losses within each NFIP participating jurisdiction. They categorize the most flood-prone properties as Repetitive Loss (two or more paid building losses of at least \$1,000 over a 10 year period) and Severe Repetitive Loss (four paid building losses of at least \$5,000 over a 10 year period or two losses exceeding the building's value). There are 97 repetitive loss properties in unincorporated Travis County and one in the City of Pflugerville. Of the repetitive loss properties in Travis County, 17 are also categorized as severe repetitive loss. The following is a summary of the repetitive loss property claim history.

Residential

Unincorporated Area/City	Properties	Building	Contents	Total	# Claims	Average
Unincorporated Travis County	96	\$7,589,183	\$801,020	\$8,390,202	252	\$33,294
City of Pflugerville	1	\$129,558	\$15,000	\$144,558	2	\$72,279
Total / Average	97	\$7,718,741	\$816,020	\$8,534,760	254	\$33,601

Non-Residential

Street Name	Properties	Building	Contents	Total	# Claims	Average
FM Road 969	1	\$0	\$86,284	\$86,284	2	\$43,142
Total	1	\$0	\$86,284	\$86,284	2	\$43,142



Section 2
Executive Summary

Mitigation Action Items

The original *Hazard Mitigation Plan* set the stage for long-term disaster resistance through identification of actions that reduce the exposure of people and property to natural hazards. The list of actions in the original mitigation plan was reviewed as part of the update, and the status of each action determined and recorded in the updated table in Section 7 of this document. A series of new actions was also identified and included in the section.

The following is an overview of the significant actions from the 2004 plan with progress made since the original plan's adoption.

Action Item Description	Status as of 2010
Develop a communications plan to improve consistency and efficiency of dealing with the public before and after natural hazard events.	Several initiatives have been completed over the past 5 years – others are ongoing. Completed initiatives include: <ul style="list-style-type: none"> • Expand County Web page; explore linking County Web page to other sources (City of Austin, Travis Conservation, Texas Cooperative Extension/TAMU, TX Forest Service). • Prepare handouts for property owners and permit applicants; keep at permit counter. • Develop brief presentation that can be made to local groups (homebuilders, realtors, neighborhood organizations, employers) • Establish central phone number that County residents can call for information about post-disaster recovery, cleanup, mitigation, and permits. • Translate certain materials into Spanish.
Review floodplain and subdivision regulations and develop recommended revisions and clarifications to facilitate administration and public understanding.	Action completed – the County's floodplain regulations were updated in 2008. The County is implementing a process of updating its floodplain regulations on a four year cycle.
Review flood history and vulnerability of top flood-prone roads and bridges. Communicate priorities and concerns to the appropriate Agency (County or TXDOT). Request that safety be factored into upgrade review.	In cooperation with the Texas Water Development Board (through a 50/50 cost-shared grant of \$400,000), the County completed a County-wide drainage study that includes detailed assessments of flood-prone roads.
Acquire and demolish flood prone homes in Timber Creek Subdivision.	The County acquired and demolished flood-prone properties in this area, starting in 1998, and its efforts continue. As of the 2010 HMP update, the County has purchased and demolished 105 properties, using a range of federal programs sponsored by FEMA and the U.S. Army Corps of Engineers, and Travis County bond funds.
Acquire and demolish flood prone homes in Grave Yard Point and Citation Ave.	The County acquired and demolished one flood-prone property in Graveyard point and eighteen on Citation Avenue, using FEMA grant funds and Travis County bond funds.
Provide community outreach and education to individuals and businesses concerning winter storm alerts and preparatory actions for homes and businesses.	September 2009- "Too Prepared to be Scared" Campaign - 10,000 children activity books printed (English and Spanish) - distributed to area schools and various community safety fairs. March 2010- Travis County developed and distributed Public



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Executive Summary

Action Item Description	Status as of 2010
	Service Announcements in conjunction with the "Turn Around Don't Drown" campaign. August 2009 & August 2010 -Travis County sponsored pages in the City of Austin Home Safe Calendar with information on Wildland/Urban Interface safety and fireworks safety. July 2010-Travis County participated in the development of a PSA regarding the dangers of flash flooding.
Encourage the construction of tornado safe community shelters.	In 2004, the Combined Transportation, Emergency and Communications Center (CTECC) was commissioned. The facility serves as the 911 center for the City of Austin and Travis County with the exception of Pflugerville. The facility houses the City of Austin, Travis County, Texas Department of Transportation and Capital Metropolitan Transit Authority. CTECC has numerous redundancies incorporated into its design and was built to withstand a direct hit from an F2 tornado without interruption of service.
Join the NFIP Community Rating System.	As of 2010 HMP update, Travis County is in the process of applying for entry into the CRS.

The County has made significant progress in removing flood-prone homes from harm's way. The following is an overview of the areas where acquisitions have occurred.

Acquisition Mitigation Projects in Travis County					
Program	# Acquired	Location	Total Funds	Federal Funds	Local (TC) Funds
HMGP DR 1257	40	Timber Creek	\$ 1,600,000.00	\$ 1,200,000.00	\$ 400,000.00
FMA 05	3	Thoroughbred Farms	\$ 750,000.00	\$ 562,500.00	\$ 187,500.00
	1	Graveyard Point			
PDM 05	10	Timber Creek	\$ 400,000.00	\$ 300,000.00	\$ 225,000.00
TC Bond Funds	55	Timber Creek	\$ 5,000,000.00		\$ 5,000,000.00
TC Bond Funds	11	Thoroughbred Farms	\$ 1,300,000.00		\$ 1,300,000.00
HMGP DR 1697	4	Thoroughbred Farms	\$ 320,000.00	\$ 240,000.00	\$ 80,000.00
Total	124		\$ 9,370,000.00	\$ 2,302,500.00	\$ 7,192,500.00

The following is an overview of the significant actions that were added or updated as part of the 2010 plan update process.

New Actions for 2010 Hazard Mitigation Plan Update
Evaluate the feasibility of structural elevations as flood mitigation for properties on Lake Travis. The restudy of Lake Travis has resulted in a significant increase in the actual Base Flood Elevation (BFE) around the Lake. It was always known the area was flood-prone, but the new maps and BFEs provide the empirical data to prove various mitigation measures would be cost effective. Consider multiple mitigation alternatives to remove these homes from harm's way to include: Elevation,



Section 2
Executive Summary

Mitigation Reconstruction, and Acquisition/Demolition. Apply for grant funds and implement when feasible, cost effective, and supported by the Travis County Commissioners' Court.
Establish central phone number that County residents can call for information about post-disaster recovery, cleanup, mitigation, and permits. (carryover from original plan) This already exists for flood 512-854-4215
Complete acquisitions and demolitions in the Timber Creek area to remove all remaining properties within the 25-year floodplain from the area.
Continue to pursue acquisition/demolition as the preferred mitigation alternative on Citation Avenue.
Post information from the Elevation Mark Database on the County's web site.

Review and Adoption

Commissioners' Court is responsible for approving and adopting the 2010 Hazard Mitigation Plan Update. The FEMA requirement relative to approval and adoption is for the County to submit the final draft of the Plan for FEMA review. Once FEMA has completed its' review and determines the plan is ready for adoption, they will inform the County and the County will then adopt the plan. For this reason, the adoption date is not yet identified. The Court adoption date will be referenced only in the executive summary section this plan. The following table will be filled in when the final Plan is adopted and the adopted resolutions can be found in Appendix C

Commissioners' Court reviewed and approved the Plan update on [insert date]. The three participating municipal jurisdictions adopted the Plan update on the following dates.

Municipal Participants in the Plan Update

Municipality	Approval Date	Adoption Date
City of Pflugerville	Pending	Pending
City of Sunset Valley	Pending	Pending
Village of the Hills	Pending	Pending

The Plan update was submitted to the Texas Division of Emergency Management (TDEM) by:

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**Travis County
2010/2011 Hazard Mitigation Plan Update**

**January 20, 2010
Commissioners' Court Work Session**

Purpose of a Hazard Mitigation Plan

- .Travis County's original HMP - 2005
- .FEMA requires updates every 5 years
- .Maintains eligibility for FEMA mitigation grants
- .Keeps understanding of risk current
- .Helps identify new mitigation projects

Mitigation Plan Update Process

- Obtained FEMA grant for update
- Hired consultant to facilitate
- Formed planning committee
- Conducted gap analysis of existing document
- Reviewed/updated all sections
- Updated risk calculations
- Updated mitigation actions

A quick summary of what's in the plan

Executive Summary

Background

Planning Process

Hazard Identification

Risk Assessment

Mitigation Strategy

Plan Monitoring and Maintenance

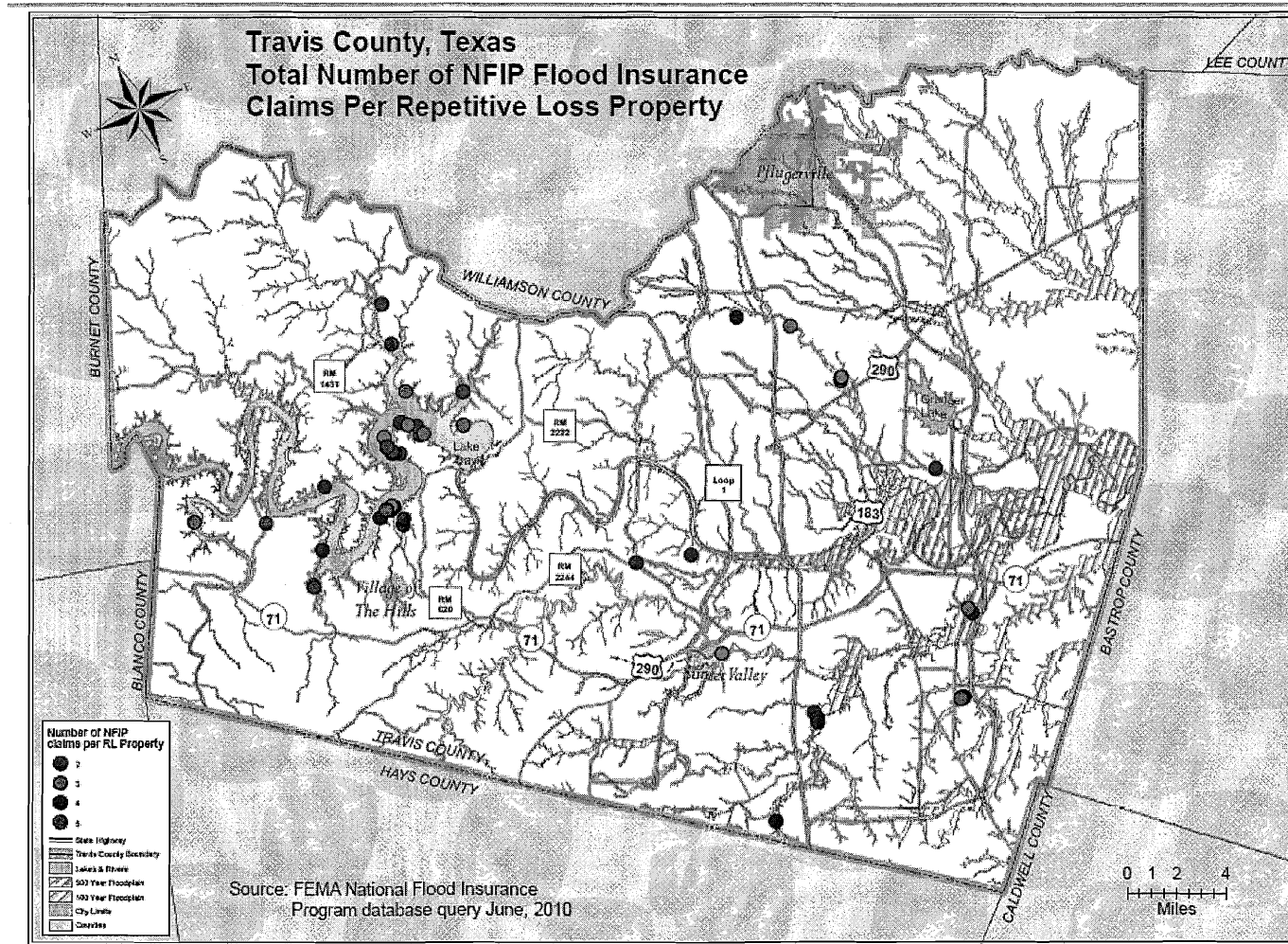
Appendices

Additional Jurisdictions

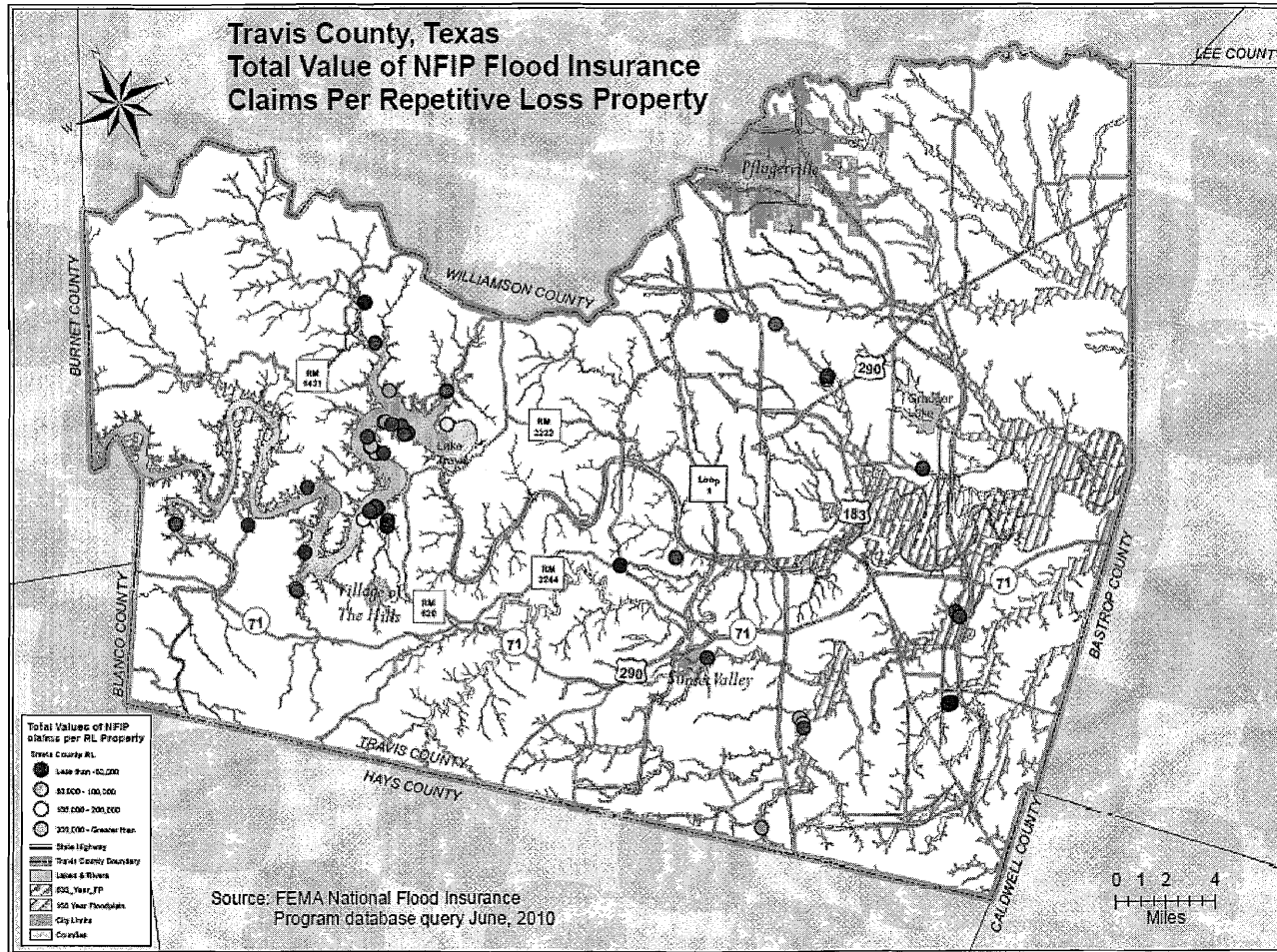
- *City of Sunset Valley
- *City of Pflugerville
- *Village of the Hills

Each jurisdiction has its own appendix with parallel structure to TC plan, including risk assessment and actions

Multiple Hazards Considered in Plan/Update, Floods Predominate. Map of NFIP Repetitive Loss Claims



NFIP Repetitive Loss Properties – Value of Claims Map



Mitigation Actions Section

- Shows status of actions from existing '05 plan
- New actions mainly flood related (on next slide)
- County not obligated to initiate projects in order shown
- County retains prerogative to develop and fund actions that are not on the list.

Mitigation Actions Section

- 18 actions from '05 plan
 - completed with minor exceptions
- 7 actions carried forward from old plan
 - with some modifications
- 32 new flood mitigation actions
 - related to low-water crossings
 - brought into plan from drainage basin study
- 6 new flood mitigation actions
 - Related to subdivision floods
 - also from the drainage study

Significant New Action

- Restudy of Lake Travis brought significant increase in Base Flood Elevation (BFE)
- Consider multiple mitigation alternatives to remove homes from harm's way
 - Elevation
 - Mitigation/Reconstruction
 - Acquisition/ Demolition
 - Apply for grants to support mitigation actions

Path forward...

- Finalize drafts
- Public outreach
- Notify stakeholders
- Submit draft to State and FEMA
- Incorporate changes
 - Resubmit
 - Adopt in final
- Full process time to completion = about 3 months

Questions and Comments