

PBO BUDGET HEARING

SCHEDULE FOR

AUGUST 8, 2012

1:30 pm – PBO Introduction

1:45 pm – Information Technology Services

2:45 pm – Department of Public Safety

3:00 pm – Criminal Courts

3:30 pm – Pretrial Services

4:00 pm – Records Management

4:30 pm - Adjourn

**INFORMATION TECHNOLOGY
SERVICES**

**BUDGET HEARING
BACK-UP**

AUGUST 8, 2012

ITEMS TO BE DISCUSSED BY INFORMATION TECHNOLOGY SERVICES

- Mobile Data Program FTE
- Staff Augmentation Support
- Virtual Tape Library Option 1
- Virtual Tape Library Option 2
- Virtual Tape Library Option 3

EARMARK

FY 2013 PRELIMINARY BUDGET

Information Technology Services (12) – General Fund

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
FY 13 Target Budget Submission	\$ 20,222,256	\$ -	\$ 20,222,256	\$ -	\$ 20,222,256	106	Department submitted budget at target level. PBO recommends as submitted.	4
<i>PBO Changes</i>								
Market Salary Survey	189,974	-	189,974	-	189,974	0	Annualized increase for Market Salary Survey adjustments.	4
MSS Reclassifications	39,265	-	39,265	-	39,265	0	Funding for remainder of MSS reclassifications not internally funded by department.	4
Health & Retirement Increases	102,003	-	102,003	-	102,003	0	Annualized increase for retirement and healthcare rate increases.	4
<i>Recommended Requests</i>								
Maintenance of Current Effort	756,449	73,500	829,949	6,806,500	7,636,449	0	These are the MCE budget requests that are needed to maintain current levels of functionality and growth of data.	6
Vehicles	-	-	-	27,500	27,500	0	Replacement of an ITS van that met replacement criteria.	13
BEFIT	242,740	4,377	247,117	10,680	257,797	2	Funding for two FTE to assist in BEFIT production support.	4
Enhancements to Current Technology Services	54,400	100,000	154,400	1,302,000	1,456,400	0	These requests will strengthen and enhance current IT infrastructure.	17
Integrated Justice System (including JP Odyssey System)	188,808	30,000	218,808	1,349,594	1,568,402	2	Two FTE included to backfill for the CUC project and the FY13 JP Odyssey contract. PBO also recommends a reserve for the Prosecutor and Courts Module and On Base DMS system.	20
Virtual Tape Library Option 3	EARMARK		EARMARK		EARMARK	0	PBO recommends a Budget Hearing for Virtual Tape Library. In preparation, PBO has placed a \$660,000 earmark on CAR Reserve to make sure that there is funding for tapes for FY13.	22
Total FY 13 Preliminary Budget								
	\$ 21,795,895	\$ 207,877	\$ 22,003,772	\$ 9,496,274	\$ 31,500,046	110		
PBO Recommended Increase								
	1,573,639	207,877	1,781,516	9,496,274	11,277,790	4		

BUDGET REQUESTS NOT RECOMMENDED FOR FUNDING

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
New ITS Vehicle	4,103	-	-	27,500	31,603	0	New vehicle cannot be included due to insufficient resources.	13
WorkBench Supplies & Tools	-	10,000	10,000	-	10,000	0	PBO recommends that department internally fund this request.	9
Domestic Relations VR System	-	5,000	5,000	100,000	105,000	0	PBO needs more information on pricing and whether DRO/Juvenile Probation could fund.	9
HHS Client Check-in System Upgrade	-	-	-	24,500	24,500	0	This is an enhancement to current program. There are insufficient resources at this time. HSS may want to internally fund.	9
Mobile Data Program FTE	260,806	1,500	262,306	14,955	277,261	3	This request does not meet criteria for new FTE as outlined in FY13 Budget Guidelines.	15
Staff Augmentation Support	-	1,006,500	1,006,500	-	1,006,500	0	PBO recommends that the IT Assessment is completed before adding significant resources to this project.	24
Virtual Tape Library Option 1	-	-	-	1,500,000	1,500,000	0	PBO recommends ITS make recommendations on video storage policy in a Budget Hearing w/Commissioners Court.	22
Virtual Tape Library Option 2	-	210,000	210,000	570,000	780,000	0	PBO recommends ITS make recommendations on video storage policy in a Budget Hearing w/Commissioners Court.	22
ITS Staff- Social Media	87,160	1,000	88,160	3,930	92,090	1	This request does not meet criteria for new FTE as outlined in FY13 Budget Guidelines.	26
Smart Phone Development Tools	-	28,740	28,740	15,400	44,140	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	29
SAP Business Objects	-	-	-	268,034	268,034	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	29
HHS Migration to TIERS	-	-	-	75,000	75,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	29
HHS Call Center	-	-	-	150,000	150,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	29

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Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
TCMEO iPads	-	-	-	20,000	20,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	29
Flood Plain Application development	-	-	-	20,000	20,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	29
Countywide System for Document Collaboration	-	150,000	150,000	-	150,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	28
Standardized Smart Boards	-	8,936	8,936	52,570	61,506	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	28
SAN/Storage Test Environment	-	-	-	1,500,000	1,500,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	33
SAN/Storage Redundancy	-	-	-	2,500,000	2,500,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	33
eMail Archiving	-	-	-	500,000	500,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	28
Law Enforcement Mobile Device Review	-	-	-	30,000	30,000	0	This is a new initiative and there are not enough resources to include in the Preliminary Budget.	29
Total	\$ 352,069	\$ 1,421,676	\$ 1,769,642	\$ 7,371,889	\$ 9,145,634	4		

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Information Technology Services Budget Hearing

August 08, 2012

ITS Budget Hearing

- We're here to discuss with the Commissioners Court three critical items for consideration for the FY 13 Budget:
 - Travis County Mobile Data Program
 - ITS Staff Augmentation
 - Data Storage requirements
- ITS subject matter experts will present background information and proposed solutions.
- We'll answer any follow up questions you may have.

Mobile Data Program

- We're here to brief the Commissioners Court on the need for FTE and appropriate operating expenses to manage the growing Travis County Mobile Data Program.
- We'll discuss the history and current state of mobile devices along with their use in Travis County Government.
- We'll offer the Court our suggested solution.

Mobile Data Program

is comprised of the following:

Mobile Data Computers (MDC)
Digital In-Car Video (Arbitrator)
Brazos Electronic Citation Writers (eCitation)
County Provided SmartPhones and Tablets

Mobile Data Program

- History: 2001
 - 52 MDC users
 - 0 Digital In-Car Video Units
 - 0 eCitation Handheld Devices
 - 0 SmartPhone Users accessing county systems
 - 0 Tablet Users accessing county systems
- One FTE to manage Mobiles

Mobile Data Program

- Current Environment:
 - 409 MDC users with TriTech Mobile and Mapping
 - 300+ digital In-car video units
 - 75 eCitation handheld devices
 - 2500+ SmartPhone Users accessing county systems
 - 400+ Tablet users accessing county systems
 - 32% of county computers are mobile
 - **One FTE to manage**

Mobile Data Program

- FY 13 Preliminary Budget
 - ITS requesting to replace 84 MDCs in FY13. All require installation and configuration
 - TNR requesting to replace 78 Law Enforcement configured vehicles in FY13. All require installation and configuration
 - FY13 Budget requests from departments for 14 addition Law Enforcement staff with equipment

Mobile Data Program

- Current project list with Mobile implications:
 - Virtual Desktop Implementation
 - NetMotion Secure Remote Network access for:
 - TCSO, Constables, TNR, County Clerk Elections, StarFlight, HHS, Attorney Investigators
 - eCitation Field Reporting and Parking enhancements
 - eCitation new release roll out to 75 units
 - TCSO School Resource Office Body Cameras
 - TNR Parks Body Cameras
 - CTECC Computer Aided Dispatch Map Changes
 - Cellular Coverage Improvement in County Buildings
 - License Plate Reader Project
 - Cell Phone Detection Project for TC Correctional Facility and Jail
 - Assistance to Radio User Committee for Mobile Data, Smartphone and Tablet related requests
 - Assistance to Vehicle Users Committee for MDCs and In-Car Digital Cameras
 - Constable Connectivity to Austin Energy for violator information

Mobile Data Program

- To successfully manage the program, ITS requested, as part of the FY 13 Budget Process, \$268,443 in additional funding to hire two (2) Customer Support Analyst III positions and one (1) Business Analyst II position for the Mobile Data Program for Travis County.
 - \$186,443 for three FTE salary and benefits
 - \$13,755 in computer/telecomm equipment
 - \$5,025 in associated operating expenses

Mobile Data Program

- Two Customer Support Analyst III FTE
 - Provide on site support for the Mobile Data Computer (MDC) Users at TCSO Command Offices, Constable Precincts, Fire Marshal's Office, and TNR Park locations
 - Assist SmartPhone and Tablet customers with connectivity and application related questions/issues
 - Provide installation services for the annual replacements and additions
 - Provide Training and documentation
 - Primary Office Location – TCSO Ruiz Bldg
 - Report to ITS Mobile Data Program Manager
- One Business Analyst II
 - Oversee Customer Support Technicians
 - Provide analysis and technical assistance for Mobile Data projects

Mobile Data Program

- We've briefed the Commissioners Court on the effort required to manage the growing Travis County Mobile Data Program.
- We've discuss the history of mobile devices and their use in Travis County Government.
- We've requested your approval for additional resources required to cope with the program's expansion.
- Any questions?

Staff Augmentation and Virtual Tape Library (VTL) Requests

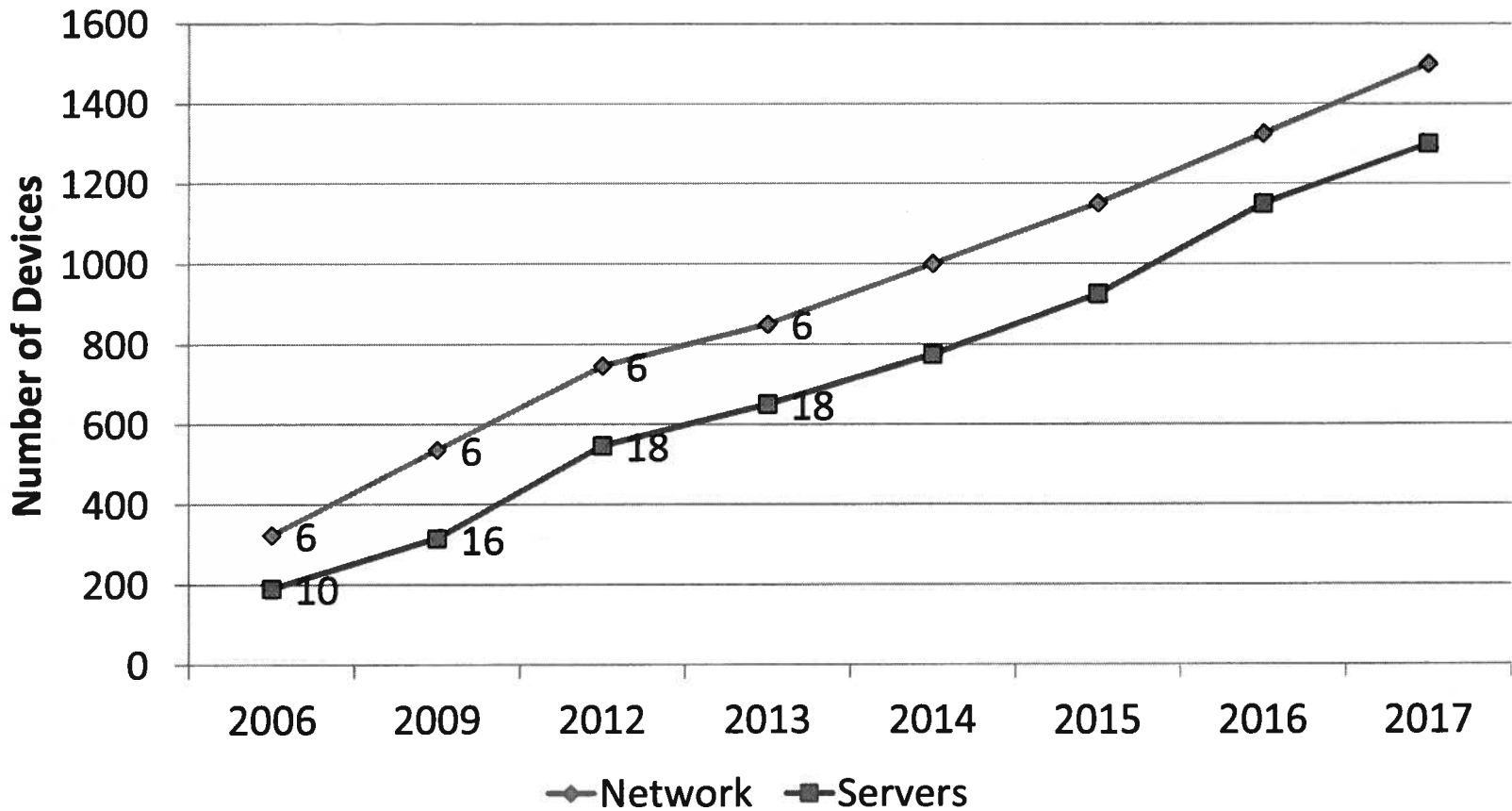
Staff Augmentation and VTL

- We're here to brief the Commissioners Court on the need for Staff Augmentation and the equipment necessary (VTL) to ensure Backup and Restore of Travis County electronic information.
- We'll discuss the history and current state of Network Operations in these regards.
- We'll offer you our recommended solution.

Staff Augmentation – Benefits

- What is Staff Augmentation?
 - Allows Travis County Employees to focus on what it is important for them to know.
 - “Commitment Free”
 - Provides “surge” capability on technology projects.

FTE Staffing: Network Device and Server Growth



Network Team Staffing Drivers

- Major Efforts:
 - Unified Communications
 - Data Center Relocation
 - Ongoing Commitments

Server Team Staffing Drivers

- Major Efforts:
 - Novell Replacement
 - Data Center Relocation
 - Projects requested by Business Community
 - Ongoing Commitments

Storage Team Staffing Drivers

- Centralized Storage has become critical to IT Operations
- Centralized Storage results in more efficient use of assets and reduction in support effort
- Explosive growth in both the number of connected devices and the overall amount of storage provided

Storage Support Staff Risk

- Currently only ONE FTE dedicated to supporting this critical service line
- No protection against absence or if this employee leaves the County.
- Results in a “Bottleneck”
- Limited ability to do preventive maintenance or chart the future of the Storage service line

Staff Augmentation Request

- Seven staff augmentation resources (based on DIR “Not To Exceed” Pricing):
 - 2 Network Engineers (\$92/hr @3,000 hours)
 - 2 Server Engineers (\$106/hr @ 3,000 hours)
 - 1 Storage Analyst (\$92/hr @ 1,500 hours)
 - 1 Technical Writer (\$76/hr @ 1,500 hours)
 - 1 Information Security Analyst (\$106/hr @ 1,500 hours)
- Total = **\$1,005,000** (one-time funding that can be adjusted annually)

Virtual Tape Library Redundancy Request (\$1,500,000)

- What is a Virtual Tape Library (VTL)?
 - Virtualization allows us to backup data more efficiently.
- This request will allow data being used by the Backup process to be replicated in two VTL environments.
 - With this request ITS will only require 700 new tapes or **\$98,000** instead of the \$660,000 currently earmarked by PBO.

Staff Augmentation and Virtual Tape Library Request

- We've briefed the Commissioner's Court on ITS' efforts regarding Server and Network Management.
- We've outlined the external drivers effecting our workload and equipment requests.
- We've requested approval for additional resources to help with our department workload surges and data backup requirements.

ITS Budget Hearing

- We've given you the background and our proposed solutions for:
 - 3 FTE to support the county's Mobile Data programs.
 - One-time funding for ITS Staff Augmentation.
 - Virtual Tape Library to manage our Data Storage requirements.
- This concludes our presentation. Thanks for giving us the opportunity to speak with you today. Any questions?

FY 2013 BUDGET REQUEST ANALYSIS

Req #3: Mobile Data Program
Fund: General Fund

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	3		
Personnel	\$257,281		
Operating	\$5,025		
Subtotal	\$262,306	\$0	\$0
Capital	\$14,955		
Total Request	\$277,261	\$0	\$0

Dept. Summary of Request:

This is a request for two Customer Support Analyst II positions and one Business Analyst II position to support the Mobile Data program for Travis County. The Mobile Data Program supports the mobile data computers (MDCs) installed in patrol cars.

PBO Recommendations & Comments:

ITS currently has one FTE assigned to the MDC program. The department believes that there is more work and support needed for this program. They describe below:

These systems and devices require specialized technical support and analysis, and require work to be performed in the field for deputies and other public safety personnel in order for the to do their jobs more effectively. The current process is as follows:

- *Deputies will call the helpdesk with a technical issue with the MDC, digital video system or eCitation system.*
- *Call is routed to an FTE, which is housed at 700 Lavaca 4th floor.*
- *The FTE attempts to troubleshoot over phone, once it is determined that it cannot be resolved over the phone; the deputy then must drive to 700 Lavaca, and is issued a loaner MDC or must wait until device is repaired.*
- *Camera systems devices are currently repaired by City of Austin Radio shop.*
- *This takes the deputy away from assigned district or precinct duties.*
- *Once the work is complete the deputy must return to downtown to return the loaner device and pick up the repaired unit.*

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On average the FTE receives 5-10 calls a day, with half of the calls being resolved over the phone and the rest taking deputies out of district for up to 5 hours total. With TCSO being a 24 X 7 operation, their calls average about 2-5 calls over weekends and holidays.

PBO does not recommend funding this request at this time. PBO would like to know how often to the MDCs need repair. Also, if there is a regular maintenance schedule or are MDC repairs performed on an ad hoc basis. Finally, what is the current procedure when an MDC needs support after regular business hours? The additional information would help frame this request if the department chooses to discuss it at a budget hearing.

Budget Request Performance Measures:

Description	Actual FY 11 Measure	Revised FY 12 Projected Measure	Projected FY 13 Measure at Target Budget Level	Revised FY 13 Measure with Additional Resources
MDC up time/ Deputies to stay in district	N/A	N/A	90%	98%
Deputy increase Patrol/traffic	0	0	0	75%
ITS slot3 increase Project success	2	2	2	4

According to the above performance measure the MDC are functioning 90% of the time. Does this mean that one out of every 10 MDC's are out of order at any given time? It may be helpful to explore whether these issues are routine for this type of equipment or if Travis County should be investing in higher quality MDCs to avoid the maintenance costs outlined in this request.

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**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Mobile Data Program
Name of Program Area: (Taken directly from applicable PB-3 Form)	ITS Project Management Office
Fund/Department/Division:	001/12/43
Amount of Request:	\$268,443
Collaborating Departments/Agencies:	Countywide (TCSO, Constable Offices 1-5, TNR Parks, Emergency Services, and Fire Marshals)
Contact Information (Name/Phone):	Tanya Acevedo/ 854-8685

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

ITS is requesting funding for FY13 for three (3) full-time employees (FTE) to support the Mobile Data Program for public safety systems.

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

ITS is requesting \$268,443 in additional funds to hire two (2) Customer Support Analyst III positions and one (1) Business Analyst II position as a program lead for the Mobile Data Program for Travis County. In FY 01, Travis County Sheriff's Office (TCSO) purchased 50 Mobile Data Computers (MDCs) to start replacing the Mobile Data Terminals (MDTs) in the patrol cars, which were supported primarily through TCSO Professional Services staff. In FY 06, a Memorandum of Understanding (MOU) was signed between TCSO and ITS for ITS to assume responsibilities and support of the MDCs since the program had grown to 197 MDCs. The MOU provided one FTE from ITS (slot 3) to perform support and analysis duties for the MDCs for TCSO.

In FY 07, TCSO began to migrate their in-car video cameras from analog (VHS and 8mm tape) to digital video cameras, which required ITS support. In FY 08 TCSO started using 35 eCitation devices to electronically issue citations and forward them on to the courts, which also required ITS support.

As of March 2012, the Mobile data Program has grown to 398 Mobile data Computers (MDC) for TCSO, Constable Offices 1-5, TNR Park Rangers, Fire Marshals and Emergency Services (Star Flight and HAZMAT). In Addition, we have included 310 digital video cameras in most public safety vehicles, and 75 Electronic Citation (eCitation).

These systems and devices require specialized technical support and analysis, and require work to be performed in the field for deputies and other public safety personnel in order for the to do their jobs more effectively. The current process is as follows:

- Deputies will call the helpdesk with a technical issue with the MDC, digital video system or eCitation system.
- Call is routed to an FTE, which is housed at 700 Lavaca 4th floor.
- The FTE attempts to troubleshoot over phone, once it is determined that it cannot be resolved over the phone; the deputy then must drive to 700 Lavaca, and is issued a loaner MDC or must wait until device is repaired.
 - Camera systems devices are currently repaired by City of Austin Radio shop.
 - This takes the deputy away from assigned district or precinct duties.
- Once the work is complete the deputy must return to downtown to return the loaner device and pick up the repaired unit.

On average the FTE receives 5-10 calls a day, with half of the calls being resolved over the phone and the rest taking deputies out of district for up to 5 hours total. With TCSO being a 24 X 7 operation, their calls average about 2-5 calls over weekends and holidays.

3a. Pros: Describe the arguments in favor of this proposal.

The FTE for slot 3 has been assigned additional duties of project management and ITS liaison over all public safety departments, not only in the Mobile Data Program. This proposal will allow this FTE to focus on related duties assigned and manage those now responsible for the Mobile Data Program. This proposal will also allow TCSO to return the Sr. Deputy to the Highway Traffic Enforcement unit. Currently, the Sr. Deputy is assisting with the day-to-day support for TCSO with digital video and MDCs, this individual handles about 8 trouble calls per day including the weekends and all digital video system administration. With these 3 FTEs, ITS can strategically assign the individuals throughout the county where they can support the TCSO, all 5 Constable Offices, the Fire Marshal and Park rangers.

3b. Cons: Describe the arguments against this proposal.

This proposal incurs an increased financial obligation related to hiring additional personnel.

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.

The hiring process will begin in November FY13, once the FTEs are hired, initial training will begin immediately and last about 3 months. Once trained, a system will be setup where the individuals will assigned certain areas of the county, rotate amongst those areas and create on-call procedures.

The sequence is as follows:

Hire new FTEs: November-January

Train new Hires: January- March

Place the individuals in appropriate areas. March -April.

Fully functioning 24-7 on-call support and analysis April FY13

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

This proposal would decrease the amount of downtime that a deputy or park ranger is out of service from working in their assigned areas.

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
MDC up time/ Deputies to stay in district	N/A	N/A	90%	98%
Deputy increase Patrol/traffic	0	0	0	75%
ITS slot3 increase Project success	2	2	2	4

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:

Impact on funding this request on departmental performance measure and service level is described in Paragraph 6a. A brief description is as follows:

MDC up time / Deputies to stay in district: Currently, deputies have to travel downtown to have work done on their systems, this proposal would allow support to go to the deputy, in district, with the ability to take calls over the radio at a minimum until the MDC, digital camera or eCitation device can be repaired.

Deputy increase Patrol/Traffic: The Sr. Deputy that has been assigned to mobile IT support since FY07 will be able to return to patrol or the Traffic unit.

ITS Slot3 Increase Project success: The original FTE hired with the signing of the MOU has been promoted, but is still called upon to perform support for the Mobile Date Program causing current duties to fall behind. This proposal will allow slot3 to perform of their assigned duties with better quality.

7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.

Deputies will have to continue to drive downtown, sometimes as far away as Jonestown, Texas, to have their systems repaired

8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.			
None			
9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).			
None			
10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.			
This proposal was discussed with TCSO, and all Constable Offices, TNR Park Rangers, Fire Marshals and Emergency Services, to ensure that the additional staff is needed and will be properly utilized.			
11.	If requesting a new position(s), is office space currently available? Y/N		
	If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:		
Building Address	5555 Airport Blvd. & 700 Lavaca	Floor #	1
Suite/Office #	724 and 609	Workstation #	
12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).			
12b. Does the requested item meet the definition of an improvement? If so, how (e.g.: higher quality material, increase in efficiency and/or capacity)			

FY 2013 BUDGET REQUEST ANALYSIS

**Req #7: Staff Augmentation Support
Fund: General Fund**

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	0	0	0
Personnel	\$0	\$0	\$0
Operating	\$1,006,500	\$0	\$0
Subtotal	\$1,006,500	\$0	\$0
Capital	\$0	\$0	\$0
Total Request	\$1,006,500	\$0	\$0

Dept. Summary of Request:

ITS is requesting one-time funding for staff augmentation (contractors) for backfill work on department projects that require either a back-fill or outside expertise to complete.

PBO Recommendations & Comments:

ITS would like to use a variety of contractors and consultants to complete a variety of projects. The department describes the need below:

ITS is requesting \$1,006,500 in one-time funding to extend our staffing ability through the use of temporary staff augmentations. With a list of 150 plus approved projects and without additional augmentation, project work and day-to-day operations cannot be done accurately or successful. ITS is requesting funds to augment staffing in the following areas:

-Information Security (1 augment –\$106.40/hr./1,500 hours): This position will perform duties pertaining to the operation of Network and Application security tools and principles, will describe security controls necessary for new initiatives, and will respond to security events and issues as they arise in day to day operations.

-Network/Telecom Engineering (3 augments –\$91.90/hr. each/4,500 hours): These positions will work with the Network teams to perform project work, ensure that existing systems are available and performing appropriately, and resolve end-user issues.

-Systems Engineering (3 augments - \$106.40/hr./3,000 hours): These positions will work with the server teams to deliver new systems, perform project work, ensure that existing applications and systems are available and performing appropriately, and respond to issues that affect the availability or function of user services.

-Technical Writing (1 augment - \$76.10/hr./1,500 hours): This position will work with the entirety of the Network and System Operation Services division to capture technical items in writing. A few specific duties this position would perform are: creation of system documentation, development of architectural diagrams, translating difficult technical concepts into language that can be understood by the general user community, and developing forms that can be used in existing processes.

PBO does not recommend funding this request in the FY13 Preliminary Budget. PBO believes it may be best to wait for a new CIO to determine the priority and what type of personnel to use for these types of projects. If some of these needs are ongoing it may be more prudent to add permanent staff in some areas (providing available space and resources).

Budget Request Performance Measures:

Description	Actual FY 11 Measure	Revised FY 12 Projected Measure	Projected FY 13 Measure at Target Budget Level	Revised FY 13 Measure with Additional Resources
Incident Tickets (Priority One)	20	24	30	18
Successful Project	47	63	81	115

ITS is requesting significant resources to complete already approved projects. An IT assessment and new CIO may be able to determine the best method of completing these projects.

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**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Staff Augmentation Support
Name of Program Area: (Taken directly from applicable PB-3 Form)	Network and System Operation Services (NSOS)
Fund/Department/Division:	001/12/30
Amount of Request:	\$1,006,500 (one-time funding)
Collaborating Departments/Agencies:	
Contact Information (Name/Phone):	Walter LaGrone

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

ITS is requesting one-time funding for staff augmentation (contractors) for backfill work on department projects that require either a back-fill or outside expertise to complete.

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

ITS is requesting \$1,006,500 in one-time funding to extend our staffing ability through the use of temporary staff augmentations. With a list of 150 plus approved projects and without additional augmentation, project work and day-to-day operations cannot be done accurately or successful. ITS is requesting funds to augment staffing in the following areas:

-Information Security (1 augment –\$106.40/hr/1,500 hours): This position will perform duties pertaining to the operation of Network and Application security tools and principles, will describe security controls necessary for new initiatives, and will respond to security events and issues as they arise in day to day operations.

-Network/Telecom Engineering (3 augments –\$91.90/hr each/4,500 hours): These positions will work with the Network teams to perform project work, ensure that existing systems are available and performing appropriately, and resolve end-user issues.

-Systems Engineering (3 augments - \$106.40/hr/3,000 hours): These positions will work with the server teams to deliver new systems, perform project work, ensure that existing applications and systems are available and performing appropriately, and respond to issues that affect the availability or function of user services.

-Technical Writing (1 augment - \$76.10/hr/1,500 hours): This position will work with the entirety of the Network and System Operation Services division to capture technical items in writing. A few specific duties this position would perform are: creation of system documentation, development of architectural diagrams, translating difficult technical concepts into language that can be understood by the general user community, and developing forms that can be used in existing processes.

ITS is requesting funding for each of the eight augment positions described above for a total of \$1,006,500. These rates and figures are based upon currently published Department of Information Resources (DIR) "Not to Exceed" contractor schedules located at:

https://www.dir.texas.gov/SiteCollectionDocuments/ICT%20Co-Op%20Contracts/ICT%20DOC_staffing_nte_pricing.pdf

3a. Pros: Describe the arguments in favor of this proposal.

Work assignment or incident tickets will be addressed more quickly and completely with the additional staff.

No new FTE added to ITS department staff.

One-time funding that can be adjusted annually to match department workload.

3b. Cons: Describe the arguments against this proposal.

There are two problems with this request: first is the cost, and the second is that the knowledge these staff members will leave with them when the agreement is terminated.

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.

These staff members will be engaged sometime around the 2nd Quarter FY 13 through the end of the fiscal year.

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

This program will be measured by many Projects are completed during the FY13 fiscal year and the number of Incident (Heat) Tickets are closed.

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
Incident Tickets (Priority One)	20	24	30	18
Successful Project	47	63	81	115

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:			
With the Unified Communication phase II, the completion of the Data Center Relocation, the starting of the File migration from Netware to Windows, and the rollout and support of the BEFIT infrastructure, ITS will be able to achieve success with these and other projects and continue supporting the day to day requirements.			
Two areas that specifically will benefit from the funding of these additional resources are as follows:			
<ul style="list-style-type: none"> - Reduction in Priority One (the highest) Incident Tickets resulting from staff having more time in the aggregate to proactively address issues and perform maintenance activities. - Increased successful projects and project outcomes due to additional staff resources being available for assignment. 			
7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.			
If this is not funded, ITS will not be able to fully support day-to-day and required projects that are critical to the success of deploying such initiatives as Unified Communication, the file conversion from Netware to Windows, and completing the Data Center Relocation, and other critical projects to support Travis County Department technical requirements.			
8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.			
N/A			
9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).			
N/A			
10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.			
N/A			
11.	If requesting a new position(s), is office space currently available? Y/N		Y
	If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:		
Building Address	700 Lavaca	Floor #	4 th
Suite/Office #	401	Workstation #	

12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).

12b. Does the requested item meet the definition of an improvement? If so, how (e.g.: higher quality material, increase in efficiency and/or capacity)

FY 2013 BUDGET REQUEST ANALYSIS

Req #6: Virtual Tape Library
Fund: General Fund

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	0	0	0
Personnel	\$0	\$0	\$0
Operating	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0
Capital	\$1,500,000	\$0	\$0
Total Request	\$1,500,000	EARMARK	\$0

Dept. Summary of Request:

These are requests for a new tape library system to store video files. There are three proposed options for funding the VTL system in FY13. The first (and preferred option by the department) is a complete solution for \$1,500,000. Option two would be to purchase backup and restore equipment (\$570,000) and additional tapes (\$210,000). The third option would be just to purchase additional tapes for next fiscal year for (\$660,000)

PBO Recommendations & Comments:

There has been an increased need for storage for video files for a variety of County systems. The largest drivers of the video storage are from law enforcement. The department would like to use tape storage, instead of traditional disk storage to handle the increased demand.

ITS is requesting \$1,500,000 to purchase a complete Virtual Tape Library (VTL) solution which will be used to significantly reduce backup and restore times and provide cost savings in the form of media and tape drives. The backup routines, including tape management activities, run almost 24 hours per day, sometimes not finishing in a 24 hour day. We must do something to reduce the time required for backups and a VTL will do exactly that because a VTL allows for a collection of disks drives (fast storage) to be virtualized and presented to the Backup Management software as if they were actually tape drives (slow storage). We expect that with a VTL we can reduce our backup window by 50% to comprise only 12 hours which in turn allows for us to nearly double the amount of data we store before we reach the same critical state we are in today.

PBO is cognizant that the storage issue is not going away and will need additional funding in the future. PBO does not recommend funding for this solution in the FY13 Preliminary budget. PBO believes that the Commissioners Court should

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receive a presentation on the topic and ITS (with the assistance of Records Management and the County Attorney and other affected departments) offer recommendations for a policy on video storage. Travis County needs guidelines on how much video needs to be stored and for how long. A policy will allow ITS to better manage its resources and help PBO when funding storage requests in the future. PBO recommends an earmark on the CAR Reserve of \$660,000 in order to purchase tapes if the Commissioners Court wish to pursue a policy solution in 2013.

Budget Request Performance Measures:

Description	Actual FY 11 Measure	Revised FY 12 Projected Measure	Projected FY 13 Measure at Target Budget Level	Revised FY 13 Measure with Additional Resources
Backup window size in hours	23	24	27	16
Tapes purchased	2000	1600	2000	100
Average file restore time	30 minutes	30 minutes	30 to 60 minutes	5 minutes

The department believes that the tape library would be a superior way to store video. PBO believes that before committing significant resources to this initiative, Commissioners Court should approve a video storage policy.

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	VTL (virtual tape library)
Name of Program Area: (Taken directly from applicable PB-3 Form)	Network and System Operation Services (NSOS)
Fund/Department/Division:	001/12/30
Amount of Request:	\$1,500,000
Collaborating Departments/Agencies:	None
Contact Information (Name/Phone):	Walter LaGrone/954-4890
1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.	
ITS requires a virtual tape library(VTL) be installed on the Storage Area Network (SAN) during FY 13,in order to reduce the need for tape purchases and significantly shrink the backup window, improving system availability of mission critical systems. It will also greatly improve restore times meaning that systems that have to be restored will be down for less time.	
2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.	
ITS is requesting \$1,500,000 to purchase a complete Virtual Tape Library (VTL) solution which will be used to significantly reduce backup and restore times and provide cost savings in the form of media and tape drives. The backup routines, including tape management activities, run almost 24 hours per day, sometimes not finishing in a 24 hour day. We must do something to reduce the time required for backups and a VTL will do exactly that because a VTL allows for a collection of disks drives (fast storage) to be virtualized and presented to the Backup Management software as if they were actually tape drives (slow storage). We expect that with a VTL we can reduce our backup window by 50% to comprise only 12 hours which in turn allows for us to nearly double the amount of data we store before we reach the same critical state we are in today.	
Cost breakdown is as follows:	
Ongoing: \$200,000	
One-time: \$100,000	
Capital: 1,200,000	
3a. Pros: Describe the arguments in favor of this proposal.	
This will reduce the backup time and reduce the purchase of tapes. Without this request being funded, ITS will need to spend at least one half this amount on tapes and equipment just to maintain the status quo.	

3b. Cons: Describe the arguments against this proposal.

This will not eliminate the need for tape, only reduce it. There will also be ongoing maintenance costs.

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.

This will take about 30 to 90 days from purchase order to fully implement.

Proposed implementation schedule is as follows:

Q1FY 13: Purchase and physically install associated equipment.

Q2FY 13: Transition from existing backup methods that heavily rely upon tape media to the disk-based approach provided by the VTL for immediate recovery needs.

Q3FY 13: Repurpose tapes that currently provide immediate recovery capabilities to be used for long-term data recovery needs.

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

This will be measured by the reduction in the backup times and by the reduction in tape purchases.

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.				
Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
Backup window size in hours	23	24	27	16
Tapes purchased	2000	1600	2000	100
Average file restore time	30 minutes	30 minutes	30 to 60 minutes	5 minutes
6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:				
<p>Funding this will shrink the backup window significantly, meaning that backups can be completed daily. It will also curb the need for tape purchases and reduce the time required for small file restores.</p> <p>Impact of funding this request on departmental performance measures and service levels is described in Para 6a. A brief description of each follows:</p> <ul style="list-style-type: none"> -Decreasing the backup window size in hours allows for one backup cycle to complete before another must begin.: (Walter please briefly describe) -Decreasing the number of tapes that must be purchased provides significant cost savings: -Decreasing the amount of time need to restore an average file allows for data to be recovered more quickly when it is lost due to corruption, user error, or other event. : 				
7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.				
<p>The backup time required will rapidly exceed 24 hours. ITS will need more tapes during FY13. Restore times for small files will remain the same until a file is needed from a tape that is not in the library, which will happen and double the restore time.</p> <p>Please see associated budget requests, "Backup and Restore Equipment" and "Tape Supplies," for the ramifications of not funding this request.</p>				
8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.				
None.				
9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).				

None.			
10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.			
None.			
11.	If requesting a new position(s), is office space currently available? Y/N		
	If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:		
	Building Address	Floor #	
	Suite/Office #	Workstation #	
12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).			
This project will affect the entire Travis County storage network.			
12b. Does the requested item meet the definition of an improvement? If so, how (e.g.: higher quality material, increase in efficiency and/or capacity)			
This request represents a significant improvement as it will satisfactorily address a large number of known deficiencies that comprise a significant portion of the foundation of all data storage and backup/restore operation on the Travis County network.			

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Tapes Supplies (IF Virtual Tape Library NOT RECOMMENDED)	
Name of Program Area: (Taken directly from applicable PB-3 Form)	Network and System Operation Services (NSOS)	
Fund/Department/Division:	001/12/30	
Amount of Request:	\$210,000 if backup and restore equipment request is recommended, or \$660,000 if backup and restore equipment request is not recommended.	
Collaborating Departments/Agencies:		
Contact Information (Name/Phone):	Walter LaGrone / 854-4890	

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

In the event that the Virtual Tape Library (VTL) request is not recommended, ITS will require additional tape in FY13 for backups. Also, if the Backup and Restore Equipment request is not recommended, ITS will require an even larger amount of tape to carry out data back up operations.

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

ITS is requesting \$210,000 for additional tape, if the backup equipment request is recommended, or \$660,000 for tape if the backup equipment request is not recommended. These expenditures are required to ensure that data integrity is maintained at all times.

The backup time required is growing beyond the ability to complete in a 24-hour window. If we cannot get a VTL to reduce the backup times, we will need to get faster equipment and media in order to keep the backup window under 24 hours. This request is a part of that effort. This will be required to continue to perform backups. If the request for Backup Equipment is also not recommended, then this request needs to be more than doubled just to have enough media to contain the backups.

3a. Pros: Describe the arguments in favor of this proposal.

This request is for 2,000 tapes to be used by the proposed Backup and Restore Equipment budget request. These tapes are a faster, more dense media (higher capacity) than we currently use. This, in conjunction with the Backup and Restore Equipment request, may be enough to shrink our backup window to the point we can get by one more year.

If the backup equipment request is not recommended, then ITS will need twice as many tapes at a higher price.

3b. Cons: Describe the arguments against this proposal.

This proposal without the Backup and Restore Equipment will need to be doubled just to get enough of the current format media to contain the backups, but backups will never complete in a 24 hour window. With the Backup and Restore Equipment it will only be enough to get by for one year.

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.

While the price of tape continues to drop, the discounts for buying in bulk generally outweighs the savings of waiting. ITS will purchase these as soon as the funding is available.

Proposed implementation schedule is as follows:

Q1FY 13: Purchase items as described in this budget request

Q2-4 FY 13: Utilize the items as required throughout the course of the year.

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

This program alone is not likely to be successful. However the success of this program will be measured by the availability of tape for backups and the reliability of that tape.

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
Blank tapes on hand	50	60	0	100
Data on tape	1,500 TB	5,000 TB	8,000TB	9,500TB

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:

There will always be tape on hand to complete backups, damaged tapes will not increase, the amount of data stored will not be hampered by lack of tape.

Impact of funding this request on departmental performance measures and service levels is described in Para 6a. A brief description of each follows:

-Increased blank tapes in inventory allows for backup operations to proceed without impact.

-Increasing the amount of data that can be stored on tape is required to insure that all data stored by the business units in the County can be appropriately backed up.

7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.

If this initiative is not funded, we will have to revert to larger co-location groups translating to increased complexity of restore operations, increased potential for data loss due to the greater number of tapes involved in any restore operation, and the invalidation of existing Disaster Recovery plans.

8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.

N/A

9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).

N/A

10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.

None.

11. If requesting a new position(s), is office space currently available? Y/N
If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:

Building Address		Floor #	
Suite/Office #		Workstation #	

12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).

This project will affect the entire Travis County storage network.

12b. Does the requested item meet the definition of an improvement? If so, how (e.g.: higher quality material, increase in efficiency and/or capacity)

This request represents an on-going improvement to support day to day backup and restore operations.

CRIMINAL COURTS

BUDGET HEARING

BACK-UP

AUGUST 8, 2012

ITEMS TO BE DISCUSSED BY THE CRIMINAL COURTS

- Placeholder Four New Criminal Courts
- Indigent Attorney Fee Increase- County
Courts at Law

FY 2013 PRELIMINARY BUDGET

Criminal Courts (#24) – General Fund

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
FY 13 Target Budget Submission	\$ 5,907,624	\$ -	\$ 5,907,624	\$ -	\$ 5,907,624	70.5	The Department submitted its budget at target level.	
<i>PBO Changes</i>								
Increase to annualize Market Salary Survey results	136,948	-	136,948		136,948			
Benefit Increases	60,389	-	60,389		60,389			
<i>Recommended Requests</i>								
Counsel Tables with Modesty Panels				18,000	18,000		This is the second part of an initiative that was started in FY 12 to add tables to the Courtrooms that include modesty panels. This request funds the last 6 Courtrooms. (\$18,000 was added in FY 12 for the first half of the Courtrooms.)	
Reserve Earmark Requests	-	-	-	-	-		PBO recommends earmarks against reserves of \$222,074 in the event Veteran's Court grant is defunded and \$42,497 to transition one Bailiff to CPO, in the event a Bailiff retires and a Judge wishes to convert the position to a certified Peace Officer.	4
Technology Requests	121,448	5,500	126,948	260,880	387,828	1	Implementation of half of the departmental eCourtroom and full funding for other technology requests.	6
Total FY 13 Preliminary Budget	\$ 6,226,409	\$ 5,500	\$ 6,231,909	\$ 278,880	\$ 6,510,789	71.5		
PBO Recommended Increase/Decrease	318,785	5,500	324,285	278,880	603,165	1		

BUDGET REQUESTS NOT RECOMMENDED FOR FUNDING

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
Reserve Earmarks							\$42,497 earmark for a second Bailiff position to transition to CPO in FY 2013	
Technology Requests				70,680	70,680		Fund second half of the eCourtroom request.	
Total	\$ -	\$ -	\$ -	\$ 70,680	\$ 70,680	0		

FY 2013 PRELIMINARY BUDGET

Criminal Courts Legally Mandated Fees (#94) – General Fund

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
FY 13 Target Budget Submission	\$ 8,114,683	\$ -	\$ 8,114,683	\$ -	\$ 8,114,683	0		
<i>PBO Changes</i>								
None	-	-	-		-			
<i>Recommended Requests</i>								
Reserve Earmarks			-		-		Recommend continuing the FY 2012 earmark against the General Fund Allocated Reserve of \$175,000 for additional costs associated with capital murder cases. PBO notes that if a capital case occurs, the costs (or a portion of the costs) may be able to be absorbed in the existing budget.	
Total FY 13 Preliminary Budget	\$ 8,114,683	\$ -	\$ 8,114,683	\$ -	\$ 8,114,683	-		
PBO Recommended Increase/Decrease	-	-	-	-	-	-		

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BUDGET REQUESTS NOT RECOMMENDED FOR FUNDING

Increased Indigent Attorney Fee Rate (County)	328,036	-	328,036	-	328,036	0	PBO recommends the requested rate increase be discussed with Court. PBO notes that the current rate is within market for the region. Based on FY 2011 and FY 2012 expenditure estimates, there may be existing funds to absorb the cost of a rate increase, if approved.	3
Total	\$ 328,036	\$ -	\$ 328,036	\$ -	\$ 328,036	0		

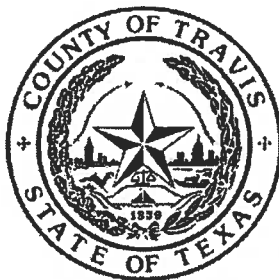
Budget and Programmatic Issue Analysis

The Preliminary Budget submission for the Criminal Courts is the same as the FY 12 Adopted Budget total.

The Criminal Courts Judges and staff have worked diligently over the last several years to control the legally mandated fees that comprise this budget. At this time, it appears that there may be savings over what is budgeted in FY 2012.

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TRAVIS COUNTY
DISTRICT AND COUNTY
CRIMINAL COURTS



BLACKWELL-THURMAN
CRIMINAL JUSTICE CENTER
P. O. BOX 1748
AUSTIN, TX. 78767
(512) 854-9244
FAX: (512) 854-4464

Date: July 25, 2012

To: County Judge Samuel T. Biscoe
Commissioner Ron Davis, Precinct 1
Commissioner Sarah Eckhardt, Precinct 2
Commissioner Karen Huber, Precinct 3
Commissioner Margaret Gomez, Precinct 4

From: Debra Hale, Criminal Courts Administrator

RE: Criminal Courts' Expanded Request Backup for Budget Hearing Scheduled
August 8, 2012

Dear County Judge and Commissioners,

The Criminal Courts have scheduled a budget hearing on August 8, 2012 at 3:00 PM, in order to present information related to 2 requests in the Courts' FY13 budget submission. One request is related to an increase in the fee schedule for misdemeanor attorney fees, and the other is a placeholder request for 2 new courts in 2015 and 2 new courts in 2017. Two of these courts would handle felonies, and two would handle misdemeanors. Due to the existing space constraints, the impact on associated departments, and the need to gain legislative approval, the Criminal Courts need guidance from the Commissioners Court on how best to proceed in considering these factors. We look forward to meeting with you in August.

Sincerely,

A handwritten signature in cursive script, appearing to read "Debra A. Hale".

Debra A. Hale
Criminal Court Administrator

Cc: Leslie Browder, County Executive for Planning and Budget
Alan Miller, Senior Budget Analyst
Julie Kocurek, Presiding Judge of the Criminal Courts
Mike Denton, Local Administrative Judge for the County Courts at Law

FY13 Expanded Budget Requests
Criminal Courts



August 8, 2012

Request for Funding

- The County Courts-at-Law request funding to increase the attorney fee schedule (pleas and dismissals) from \$175 to \$200
- Total increase = \$328,036 annually

Justification

Overdue

CCL fee schedule has not increased since Fair Defense Plan implemented in 2002.

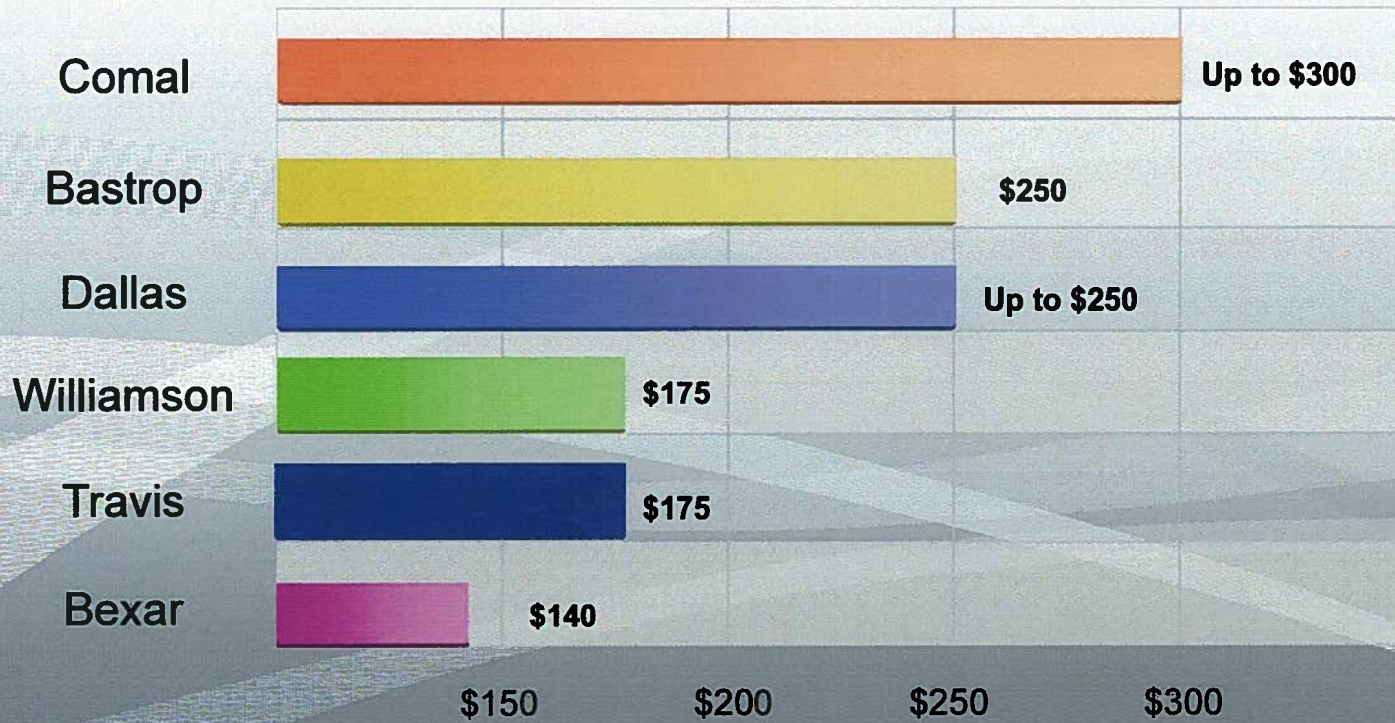
Cost of Living

The Consumer Price Index has increased by 30% from 2002 to 2012.

Comparison

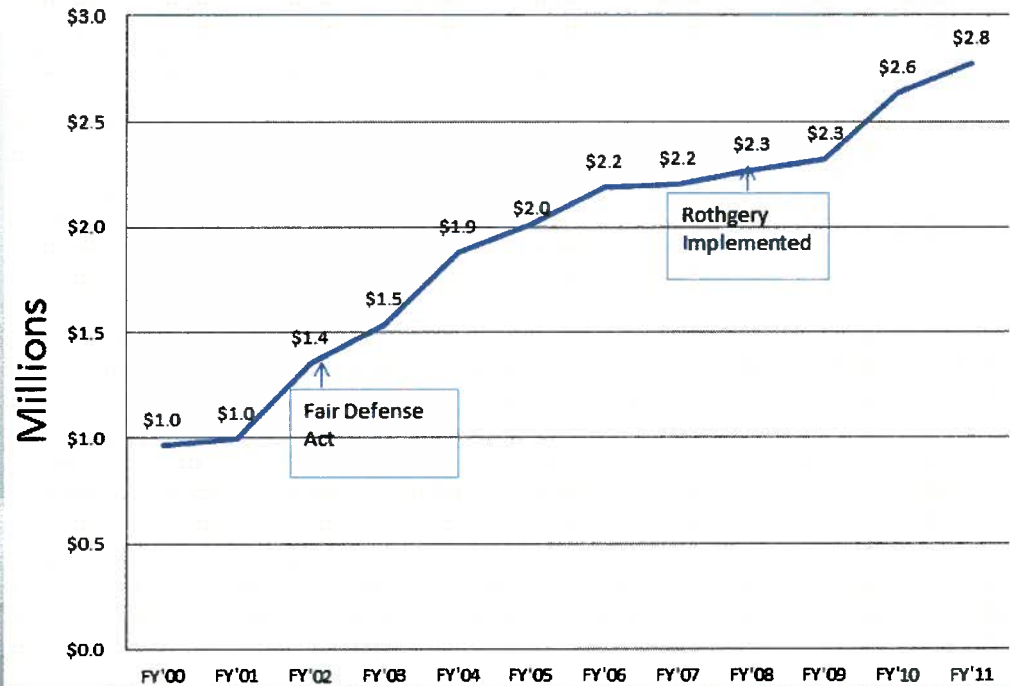
3 out of 5 counties surveyed with flat rates pay more per plea than Travis County.

Comparison of County Rates



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Attorney Fee Expenditures FY00 to FY11



- While the average cost per case remains consistent (between \$140 and \$150 per case) the expenditures have increased 187%.
- The reasons for the increase are primarily based on increased dispositions and the impact of legal statutes.

b

Causes of Increases

1

Fair Defense Plan: Prior to 2002 defendants were not appointed attorneys unless they remained in jail.

2

Rothgery Ruling (2008): Supreme Court ruled attorneys must be appointed at first adversarial hearing.

3

Case dispositions have increased 73% since 2002 (23,399 in 2002; 40,561 in 2011).

4

Attorney appointments have increased 112% since 2002 (8,767 in 2002; 18,563 in 2011).

Travis County Selected as Pilot Site

National Research Data Analysis Initiative to review Travis County Indigent Defense System

Case Outcomes

Comparison of types of outcomes: retained, public defender, or appointed attorneys

Access to Attorney

How quickly clients have access to attorney: retained, public defender or appointed

Demographics

Comparison of outcomes broken down by race, age, ethnicity, and sex

Pre-trial Release

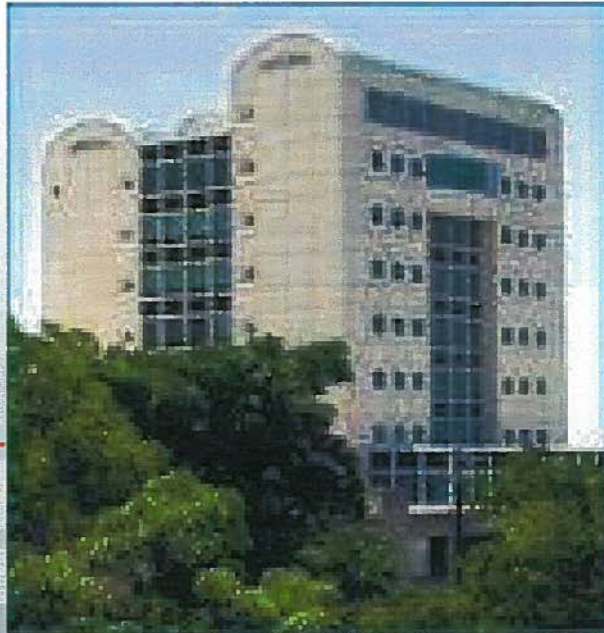
Comparison of who obtains bond, type of bond, and length of time spent in jail pre-trial

Sponsor: National Legal Aid and Defender Association, Washington, DC
Travis County site selected July 2012 for 18 month research study

Placeholder for New Courts

District
Courts

County
Courts



Request 2 New Courts

- ▶ Create 1st court in 2015
- ▶ Create 2nd court in 2017

Request 2 New Courts

- ▶ Create 1st court in 2015
- ▶ Create 2nd court in 2017

Placeholder Request Timeline New Courts 2015 & 2017



- Projected 2.5 new District Courts by 2015
- Projected 2 new CCL Courts by 2015



- Analyzed judicial workload
- Conducted weighted caseload study
- Informed impacted departments



- Identify costs for all impacted departments
- Present workload analysis
- Discuss space constraints



- Request Commissioners vote on new courts
- Identify sponsors for bill
- Move to Legislature for approval

FY 2013 BUDGET REQUEST ANALYSIS

**Req 1 (depart. 94): Indigent Attorney Fee Increase- County Courts at Law
Fund:001**

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	0	0	0
Personnel	\$0	\$0	\$0
Operating	\$328,036	\$0	\$0
Subtotal	\$328,036	\$0	\$0
Capital	\$0	\$0	\$0
Total Request	\$328,036	\$0	\$0

Dept. Summary of Request:

The County Court at Law Judges request an increase in the court appointed attorney fee schedule for attorneys representing indigent defendants. The Judges are proposing a two year incremental increase for misdemeanor pleas (\$25 per plea and dismissal each year in FY13 and FY14). The indigent attorney fee schedule in the County Courts has not increased since January 2002.

PBO Recommendations & Comments:

The Department is requesting in FY 13 to increase the current rate of payment for misdemeanor pleas from a current \$175 per plea to \$200 per plea in FY 13 and \$225 in FY 14. The rate has not been changed since 2002. The rate for felony cases was increased in 2008. The proposed rate increase over two years is a 29% increase above the current rate. PBO understands that the magnitude of increase is requested due to the length of time since the last rate increase.

Below is a table comparing Travis County's flat fee for misdemeanor pleas to other urban counties in Texas.

Flat Fee for Misdemeanor Pleas by County	
Travis	\$175
Harris	\$50 to \$100
Dallas	\$100 to \$200

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Tarrant	\$100 to \$250
Bexar	\$140
Williamson	\$175

A rate increase has the impact of a program expansion with continuing on-going costs. PBO notes that the budget for indigent fees has required frequent increases due to the increase in volume even without including a rate increase for attorneys. An additional \$200,000 was added in FY 2012. Growth in cases continues at roughly 2% per year since 2010. Any increase in rate will have a multiplier effect on their costs. Currently \$2,887,793 is budgeted for misdemeanor attorney fees.

History of Caseload and Fees for County Criminal Courts

	2002	2005	2009	2011	Proj 2013	Change since 2002	Change since 2011
New Cases	27,170	29,623	34,263	35,997	37,528	28%	4%
Fees	\$1,315,355	\$2,012,205	\$2,343,709	\$2,838,146	\$2,887,793	54%	2%

Therefore, PBO recommends the Criminal Courts discuss this issue with Commissioners Court, before any rate increase is enacted. If a rate increase is considered, PBO would recommend that a \$25 increase would still put Travis County fee structure at the higher end of what other Counties provide. PBO notes that the department indicates that the current rate paid is within the market of rate provided by other Counties and that currently the department is not noticing a shortage of attorneys participating in the program for the current stated rate.

If this request is approved, PBO does not necessarily recommend increasing the overall departmental allocation for indigent fees for FY 2013. Instead, PBO notes that there has been some savings overall in Attorney's Fees between both the felony and misdemeanor expenditures. PBO notes that actual savings in FY 11 and projected for FY 12 would be sufficient to fund the FY 13 costs of this proposal.

Budget Request Performance Measures:

The department did not submit performance measures for this request.

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Indigent Attorney Fee Increase- County Courts at Law	1
Name of Program Area: (Taken directly from applicable PB-3 Form)	County Courts at Law	
Fund/Department/Division:	001/24/20	
Amount of Request:	\$328,036	
Collaborating Departments/Agencies:	N/A	
Contact Information (Name/Phone):	Debra Hale (854-9432)	

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

The County Court at Law Judges are requesting an increase in the court appointed attorney fee schedule for attorneys representing indigent defendants. The Judges are proposing a two year incremental increase for misdemeanor pleas (\$25 per plea and dismissal each year in FY13 and FY14). The indigent attorney fee schedule in the County Courts has not increased since January 2002.

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

The Texas Fair Defense Act was implemented in January 2002, mandating that reasonable fees be paid to attorneys for expenses and compensation related to indigent representation. The Criminal Judges adopted a new fee schedule in accordance with the statute in January 2002. While the District Judges increased the felony fee schedule (with funding from Commissioners Court) in FY08, the County Courts have not increased their fee schedule since January 2002.

Since the implementation of the fee schedule in 2002, actual attorney fee expenditures in the County Courts have increased 187%, from \$989,767 in FY01 to \$2,838,143 in FY11. However, this is the result of an increase in the volume of court appointments as opposed to an increase in the fee schedule. For example, in reviewing the number of vouchers paid in FY01 (prior to the implementation of the Fair Defense Act) the actual number paid was 5,559 as compared to 18,563 in FY11. This significant increase is the result of the statute noted above, as well as an increasing Travis County population and number of indigent clients. The current adopted fee schedule allows for a plea or dismissal to be paid at a flat rate of \$175, with \$50 for each additional case. Most of the larger counties in Texas have flat rate fees as well and are noted below. Williamson County was also reviewed and currently pays \$175 for a simple plea and \$40/hour for contested or extended matters.

Flat Fee for Misdemeanor Pleas by County	
Harris	\$50 to \$100
Dallas	\$100 to \$200
Tarrant	\$100 to \$250
Bexar	\$140
Williamson	\$175

The Judges are requesting that pleas and dismissals be paid an additional \$25 per case in FY13 and another \$25 per case in FY14. This would result in an increase from \$175 to \$200 per plea/dismissal in FY13, and from \$200 to \$225 to FY14. An analysis of this request determined that the proposed fee schedule would increase the County attorney fee line item by a minimum of \$328,036 annually in FY13 and a total of \$656,072 in FY14. This amount was determined by reviewing county attorney fee expenditures for FY11 and separating out the pleas and dismissals at the current payment rate. An increase of 14.28% (\$25 per plea/dismissal) was applied to the current expenditures to arrive at the budget request.

3a. Pros: Describe the arguments in favor of this proposal.

The Fair Defense Act requires that a fee schedule provide reasonable fixed rates and/or minimum and maximum hourly rates, taking into account reasonable and necessary overhead costs and the availability of qualified attorneys willing to accept the stated rates. Furthermore, the fee schedule has not been amended since January 2002. A comparison of some other counties suggests that Travis County compensates some fees at a lower rate.

3b. Cons: Describe the arguments against this proposal.

There is not a shortage of lawyers willing to accept the stated fee schedule rates.

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.

The County Court at Law Judges would like to implement this request on October 1, 2012.

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

There is not a means to measure this proposal. The Commissioners Court via Criminal Justice Planning has at times suggested they are interested in conducting a cost analysis of the current contract appointment system vs. a public defender office.

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
N/A				

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:

This program will not necessarily impact departmental performance measures, service levels or program outcomes.

7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.

Some lawyers have suggested they may ask to be removed from the court appointment list if they do not receive an increase in compensation.

8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.			
Internal resources are not available to fund this request.			
9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).			
This request will not generate additional revenue.			
10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.			
N/A			
11.	If requesting a new position(s), is office space currently available? Y/N		N/A
	If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:		
Building Address		Floor #	
Suite/Office #		Workstation #	

FY 2013 BUDGET REQUEST ANALYSIS

Req N/A: Placeholder 4 Criminal Courts in 2015

Fund:

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs			
Personnel			
Operating		TBD	TBD
Subtotal	\$0	TBD	TBD
Capital			
Total Request	\$0	TBD	TBD

Dept. Summary of Request:

The department submitted a request to begin planning for the creation of two Criminal District Courts and two Criminal County Courts in FY 2015.

PBO Recommendations & Comments:

This is a request to begin the development of costs and action plans necessary to implement four new Courts in FY 2015. PBO is currently analyzing the space needs generated by this request. PBO anticipates at a minimum, the implementation of four courts will require additional trial teams for the District Attorney and County Attorney, New District and County Clerk staff as well as the costs to support four new Judges in the Criminal Courts. If this is the direction the Court wishes to pursue, PBO recommends that cost plans and an implementation schedule be developed during FY 2013.

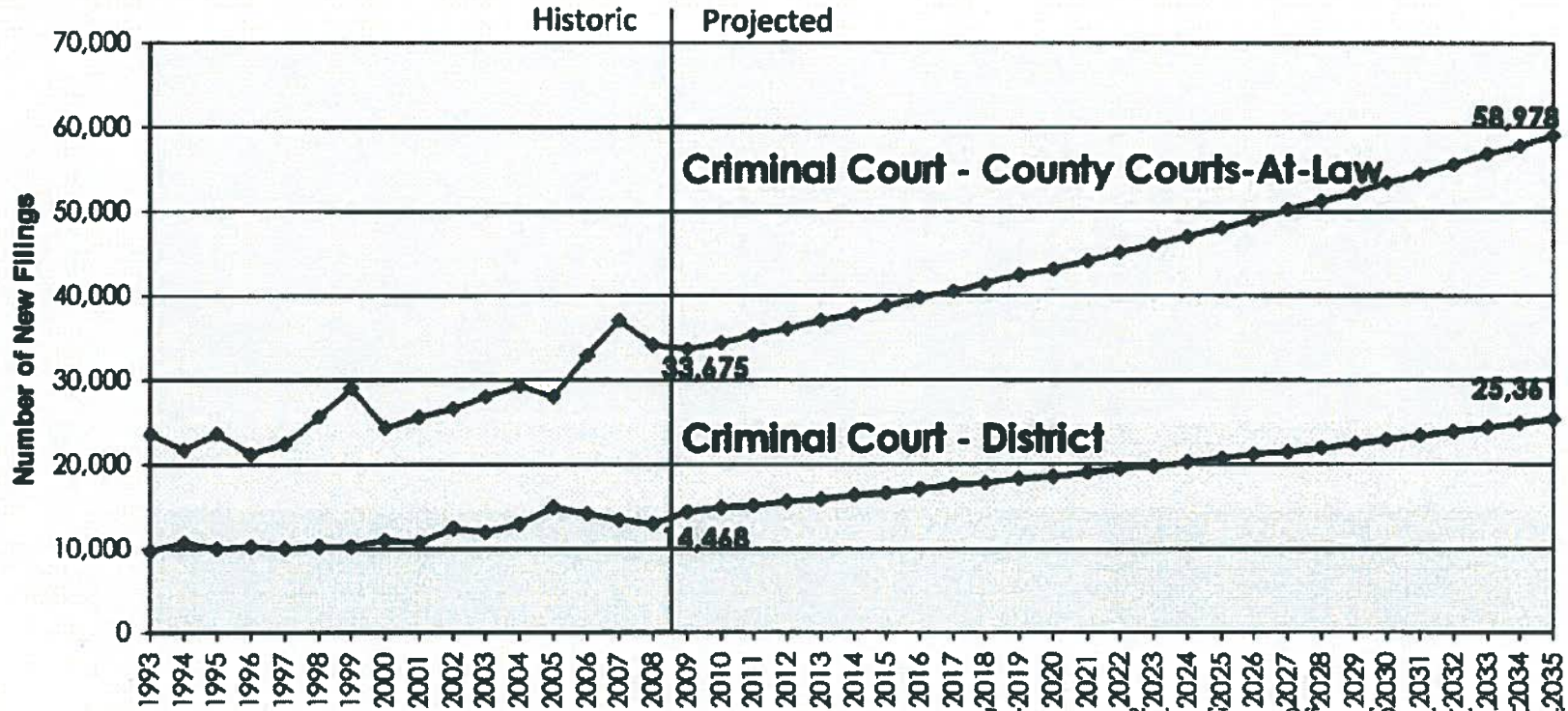
At this time it doesn't appear that a new Civil Courthouse will be in place prior to FY 2015. As such, space and the movement of existing staff will be a major issue for any new Courts that are implemented prior to the construction of the Civil Courthouse.

PBO notes that if Travis County requests new Courts in the 2013 legislative session, they could be made effective in September, 2013.

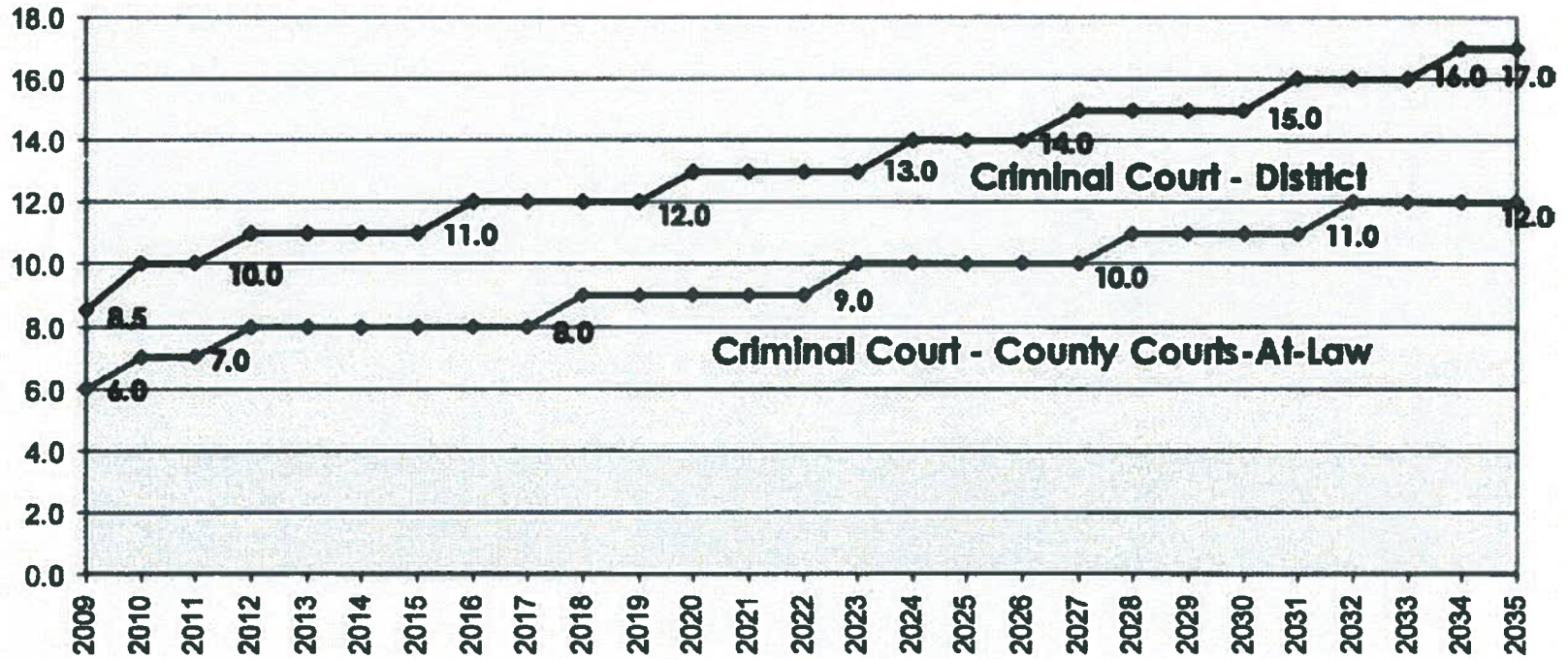
61

The Travis County Central Campus Study was developed to provide a meaningful planning tool to estimate the long term County needs for space in the downtown area. This study looked at past activity and used input and projections from the Judges to estimate when additional Courtrooms would be needed. The two charts below are from the report.

CRIMINAL COURT CASELOAD PROJECTION



NUMBER OF JUDICIAL OFFICERS, CRIMINAL COURT



The study estimated the growth in courts was developed using assumptions of population growth, growth of new cases per population increase and caseload necessary for a new Court.

A review of the charts indicates that the population assumptions in the report appear to be mirroring recent census data, The 2010 Census for Travis County placed the population at 1,024,266 while the study estimated the population of 1,047,051, about a 2% difference in projections. Caseload projections for the study estimate that the District Court new cases would be about 14,800 in 2010 and County Court new cases at 34,400. Actual new cases for the District Courts were 13,297 and 35,260 in the County Courts at Law. This seems close to estimates as well.

Based on the information above, it would be prudent to begin to develop a plan to accommodate at least one new District Court/Magistrates Court and one County Court at Law. In order to have Courts in place by 2015, it is possible that there may

be some FY 2013 costs associated with accelerating the movement of departments to free up space in the Criminal Justice Center to prepare space in the Courthouse. PBO has requested Facilities Management to develop costs associated with such movements and will revisit the issue later in the FY 2013 Budget Process.

Budget Request Performance Measures:

Please see Appendix I for more information about the overall departmental measures.

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Place Holder – 4 New Criminal Courts in 2015	Placeholder
Name of Program Area: (Taken directly from applicable PB-3 Form)	District Courts Division and County Courts Division	
Fund/Department/Division:	001-2410 and 001-2420	
Amount of Request:	N/A – Place Holder	
Collaborating Departments/Agencies:	DA, CA, TCSO, District Clerk, County Clerk Facilities, Adult Probation, CES	
Contact Information (Name/Phone):	Debra Hale	

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

The Criminal Court Judges are requesting the support of the Commissioners Court for the creation of 4 new Criminal Courts in 2015. The support of the Commissioners Court is needed to implement an action plan and time line to sufficiently plan for legislative requirements, space needs, and staffing needs for the Travis County criminal justice departments over the next two years.

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

The request for the creation of 2 new District Courts and 2 new County Courts at Law in 2015 is based on the growth forecasting methodology used in the Travis County Central Campus Study presented to the Commissioners Court in November 2011. The Central Campus Study concluded that when forecasting the need for new criminal courts, the best methodology is to look at the relationship between the criminal court caseloads and the population over time. Using this methodology, the study developed a formula for projecting the number of criminal courts needed over the next 25 years. The Central Campus Study concluded that in 2015, 2 new District Courts, and 2 new County Courts at Law would be needed in Travis County.

Based on the results of the Travis County Central Campus Study, the Criminal Courts request the support of the Commissioners Court with implementing an action plan and time line to sufficiently plan for legislative requirements, space needs, and staffing needs for the Travis County criminal justice departments over the next two years.

3a. Pros: Describe the arguments in favor of this proposal.

N/A - Placeholder

3b. Cons: Describe the arguments against this proposal.

N/A - Placeholder

<p>4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.</p>
<p>The Travis County Central Campus Study adopted by the Commissioners Court in November 2011 forecasts that Travis County will need 4 additional criminal courts by 2015 due to population growth.</p>
<p>5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.</p>
<p>N/A - Placeholder</p>

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.				
Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
N/A Placeholder for 2015				
6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:				
N/A Placeholder for 2015				
7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.				
N/A Placeholder for 2015				
8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.				
N/A				
9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).				
N/A				
10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.				
Collaboration with other criminal justice departments is the goal for this Place Holder request. The Criminal Courts request the support of the Commissioners Court with implementing an action plan and time line to sufficiently plan for legislative requirements, space needs, and staffing needs for the Travis County criminal just departments over the next two years.				
11.	If requesting a new position(s), is office space currently available? Y/N			
	If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:			
Building Address			Floor #	
Suite/Office #			Workstation #	

PRETRIAL SERVICES

BUDGET HEARING

BACK-UP

AUGUST 8, 2012

ITEMS TO BE DISCUSSED BY PRETRIAL SERVICES

- Reclassifications (2)
- Chemical Dependency Counselors-Drug Courts

FY 2013 PRELIMINARY BUDGET

Department: Pretrial Services (42)
Fund: General Fund (001)

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
FY 13 Target Budget Submission	\$ 4,622,026	\$ -	\$ 4,622,026	\$ -	\$ 4,622,026	70.480	target level. PBO has recommended changes as noted below.	4-5
<i>PBO Changes</i>								
MSS Annualization	\$148,379	\$0	\$148,379	\$0	\$148,379	0.000	Annualize results of Market Salary Survey (MSS) implemented on April 1, 2012.	4-5
FY 13 Cost Adjustment Health & Retirement	\$55,483	\$0	\$55,483	\$0	\$55,483	0.000	Annualize FY 13 Cost increases for current staffing levels for these employee benefits.	4-5
<i>Recommended Requests</i>								
ODARA Safety Screening Initiative	\$107,255	\$800	\$108,055	\$2,100	\$110,155	2.000	Recommended as a two year pilot program for Central Booking magistration.	13-14
Field Release Citation Initiative	\$53,627	\$1,300	\$54,927	\$3,733	\$58,660	1.000	Recommended on the basis of an actual caseload increase of 140% over the past 2 years.	16-17
Total FY 13 Preliminary Budget	\$ 4,986,770	\$ 2,100	\$ 4,988,870	\$ 5,833	\$ 4,994,703	73.480		
PBO Recommended Increase/Decrease	\$ 364,744	\$ 2,100	\$ 366,844	\$ 5,833	\$ 372,677	3.000		



BUDGET REQUESTS NOT RECOMMENDED FOR FUNDING

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
FTE Reclassification	\$7,870	\$0	\$7,870	\$0	\$7,870	0.0	Court consideration as in others on 03/27	6
Drug Court Chemical Dependency Counselors	\$160,882	\$3,900	\$164,782	\$11,199	\$175,981	3.0	Not recommended based on funding availability and uncertainty about results.	7-12
Drug Court Security Guard Posts	\$32,833	\$0	\$32,833	\$0	\$32,833	0.0	Pending Security Committee Review & Court Consideration	15
Drug Court Renovation Equipment	\$0	\$5,290	\$5,290	\$0	\$5,290	0.0	Use existing FY 12 Resources to fund this request.	18
Total	\$ 201,585	\$ 9,190	\$ 210,775	\$ 11,199	\$221,974	3.0		

2

Pretrial Services Budget Hearing

Request for Reclassification of 2 Pretrial Services Management Titles

August 8, 2012

Overview

- ❑ 3-27-12: Commissioners Court voted to approve Pretrial Services Manager job title (3 positions) from PG 20 to PG 21 to address MSS inequity in job classification.
- ❑ 2 other management positions were not addressed at the time so inequity among our 5 management positions now exists.
- ❑ 4-5-12: PTS submitted MSS equity items to HRMD who recommended the best forum to address this issue was through our FY13 Budget submission as reclassifications.
- ❑ 8-8-12: PTS request these 2 management job titles be changed to job titles and pay grades that better meet our needs and to maintain equity with all management positions:
 - Training and Education Coordinator, Senior (PG 20) to Pretrial Services Manager (PG 21)
 - Court Services Management Admin Coordinator (PG 18) to Office Manager, Senior (PG 20)

Justifications

- Job titles that align with the duties and responsibilities of the positions
- Internal equity among 5 management level positions

Pretrial Services Budget Hearing

Travis County Drug Diversion Court

August 8, 2012

How Effective Are Drug Courts?

- *Bureau of Justice Statistics, 2011 Study found significant reductions in*
 1. *drug relapse*
 2. *criminal behavior*
 3. *the need employment, educational and financial services*
- *BJA, Divert Court (Dallas), and NPC research evaluations found cost-savings in the form of:*
 1. *criminal justice savings – jail/prison commitments, new court cases, probation supervision*
 2. *fewer new treatment episodes*
 3. *decreased victimization costs*

How Effective Are Drug Courts?

While drug courts are effective, these results tend to hold true only for drug courts that operate in accordance with the 10 Key Components of Drug Courts as established by the National Association of Drug Court Professionals.

A Study of SHORT by Dr. Tony Fabelo of the Council of State Governments - 2009

Two-Year Recidivism Rates	
Drug Court Participants:	Percent Arrested (2005-2006)
Completers	27%
Non-Completers	69%
Total Participants	48%
Comparison Group	50%

Study tracked both participants (340) and the comparison group for a period of two years.

Council on State Governments Recidivism Study

What Have We Done To Improve Outcomes?

- In early 2010, a consulting firm recommended by the National Assoc. of Drug Court Professionals, *Northwest Professional Consortium Research (NPC)*, evaluated SHORT.
- The evaluation determined the extent to which the program successfully implemented *Evidence Based Practices*, i.e., the 10-Key Components required of Drug Courts.
- In March 2010 NPC published their report with 45 specific recommendations.
- Since November 2011 we have been working with the District Criminal Courts, the District Attorney's Office and the drug court team to implement recommendations.

NPC Recommendations Fell Into the Following General Categories

- Increase communication and collaboration between all team members and administration.
- Develop a more comprehensive team staffing process.
- Modify time spent and frequency of court appearances.
- Optimize the program intake process.
- Examine counselor workload.
- Increase frequency and randomization of drug testing process.
- Increase treatment intervention requirements.

What Do We Want to Do?

- Currently, Drug Court Participants are referred to OSAR who assesses them and refers them to 11 different agencies that provide treatment in Austin.
- Our Goal: Provide treatment through SHORT using 2 existing counselors & 3 new positions.
 - Assure that treatment is more accessible upon program acceptance.
 - Assure that treatment is cognitive-behavioral.
 - Assure that treatment is of sufficient duration and intensity to address addiction in a criminal justice population.
 - Have a readily available relapse component.
 - Assure on-going communication between counselors providing treatment and the drug court team.

**PRETRIAL SERVICES - DRUG COURT - DEPT. 42
ORGANIZATIONAL CHART
PROPOSED COUNSELOR POSITIONS**

Social Serv Program Administrator
1 FTE
Slot 82

Social Serv Program Coord
1 FTE
Slot 83

Chemical Dependency Counselor
1 FTE
Slot 91
Assessor

Counselor, Sr.
4 FTE
Slots 84,85,86,87
Case Management

Chemical Dependency Counselor, Sr
2 FTE
Slots 88,96
Treatment

NEW
Chemical Dependency Counselor
3 FTE
Designated for Treatment

Assessment

- Conduct psycho-social assessment for all program clients
- Expedite entry into appropriate level of treatment

Case Management

- Medium and high risk population
- Monitor compliance weekly
- Identify and make referrals to available community resources, based upon client's need(s)
- Serve as a court team liaison with respect to client's overall progress (i.e. court orders, office visits, etc.)

Treatment

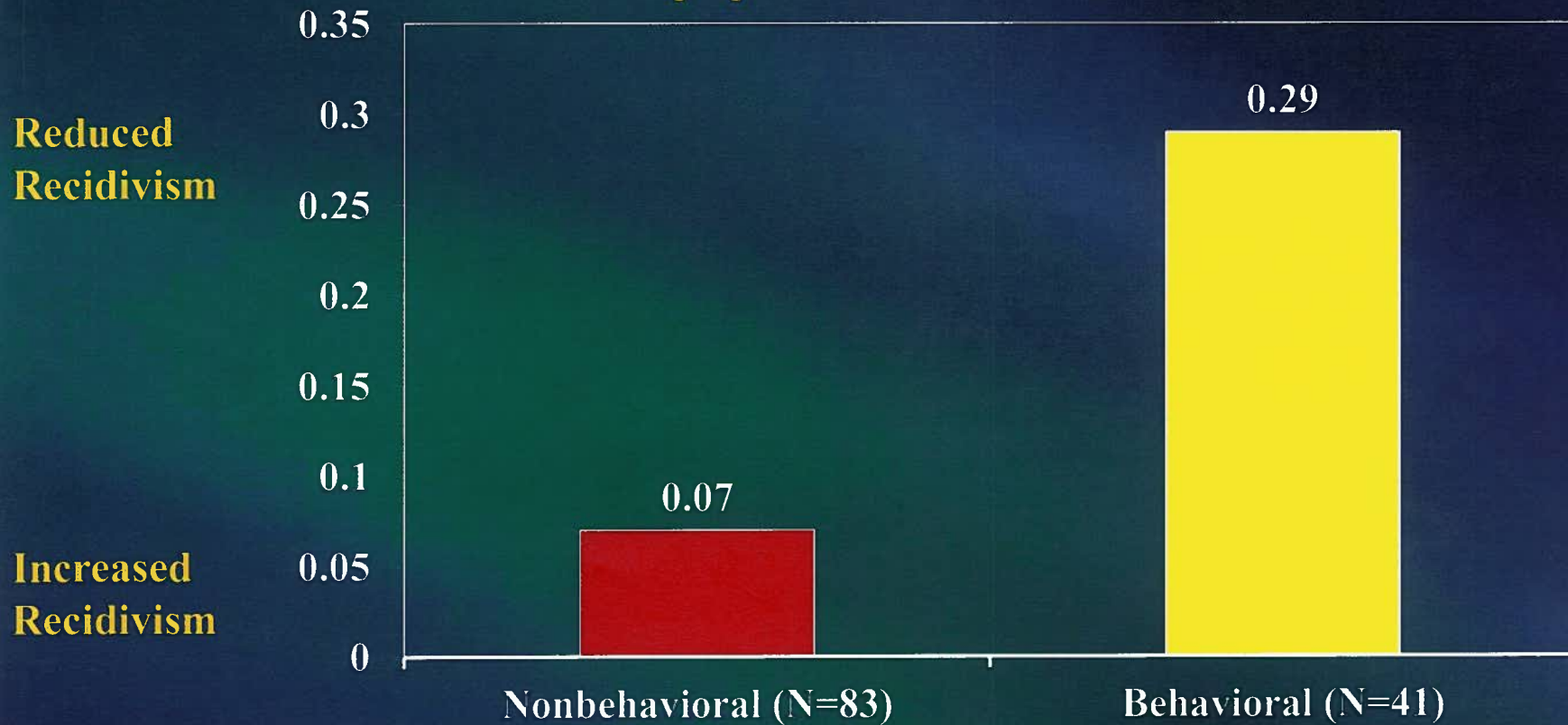
- Evidence -Based substance abuse treatment groups
- Cognitive Behavioral Modification
- Relapse prevention groups
- In-house treatment for outpatient and inpatient groups
- Serve as court team liaison with respect to client's treatment progress

13

Is this proposal supported by research on treatment?

Is this proposal supported by research on the cost-effectiveness of drug courts?

Cognitive-Behavioral vs. Other Approaches



Andrews, D.A. 1994. An Overview of Treatment Effectiveness: Research and Clinical Principles. Department of Psychology, Carleton University. The N refers to the number of studies.

Meta-Analysis of 58 Cognitive Behavioral Studies by Landenberger & Lipsey (2005)

- On the average CBT reduced recidivism by 25%, but the most effective programs found more than 50% reductions.
 - 2 or more sessions per week
 - Staff are qualified, well-trained & well-supervised
 - Consistent monitoring of program quality
 - Combined with other services (case-management)
 - Higher proportion of completers

Consistent With Research on Drug Court Effectiveness

CSAT Grantee Meeting
May 30, 2012

Developed by: National Drug Court Institute (NDCI)

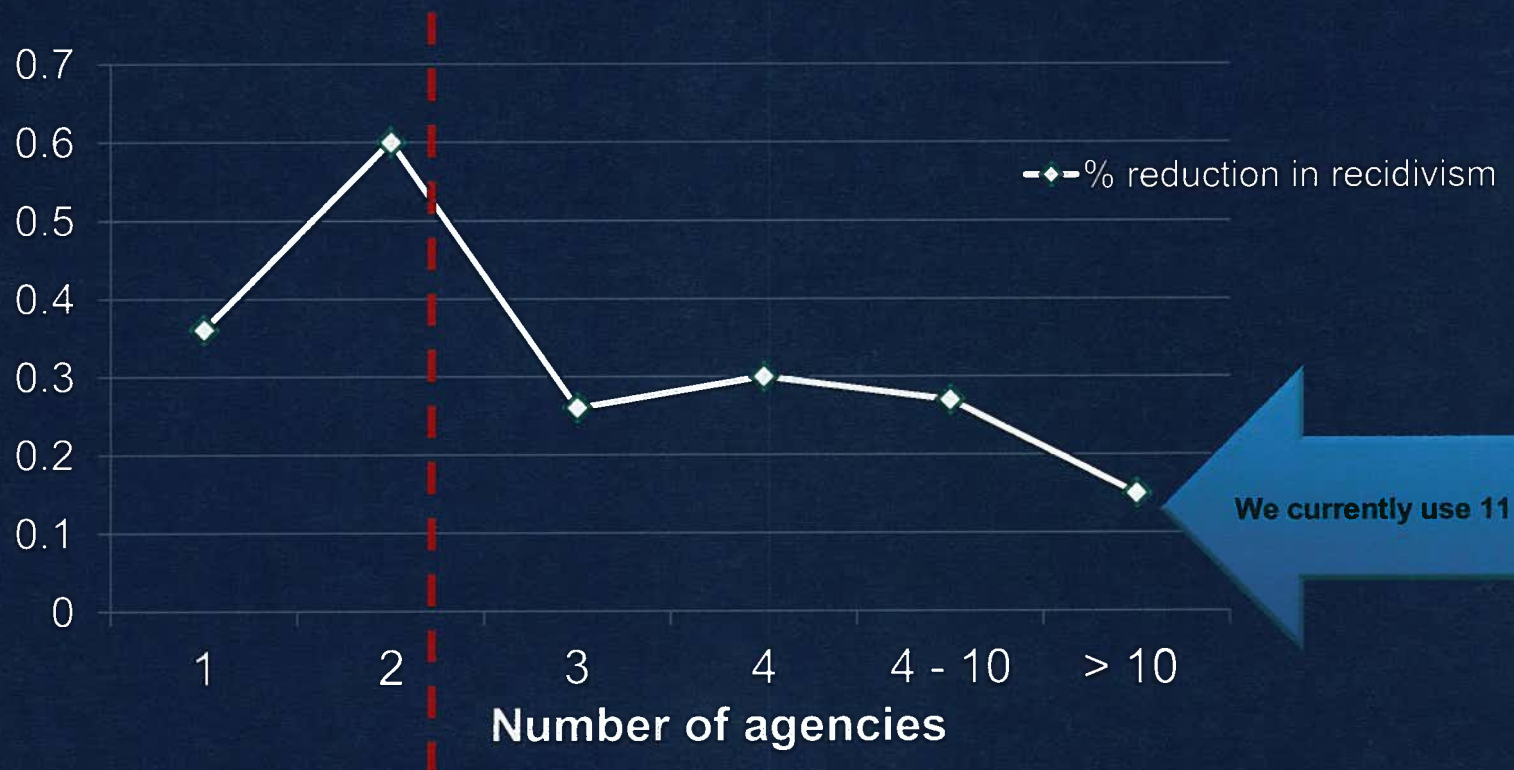
Presented by: Carson Fox, NADCP Senior Director of Operations

© NDCI, March 1, 2012

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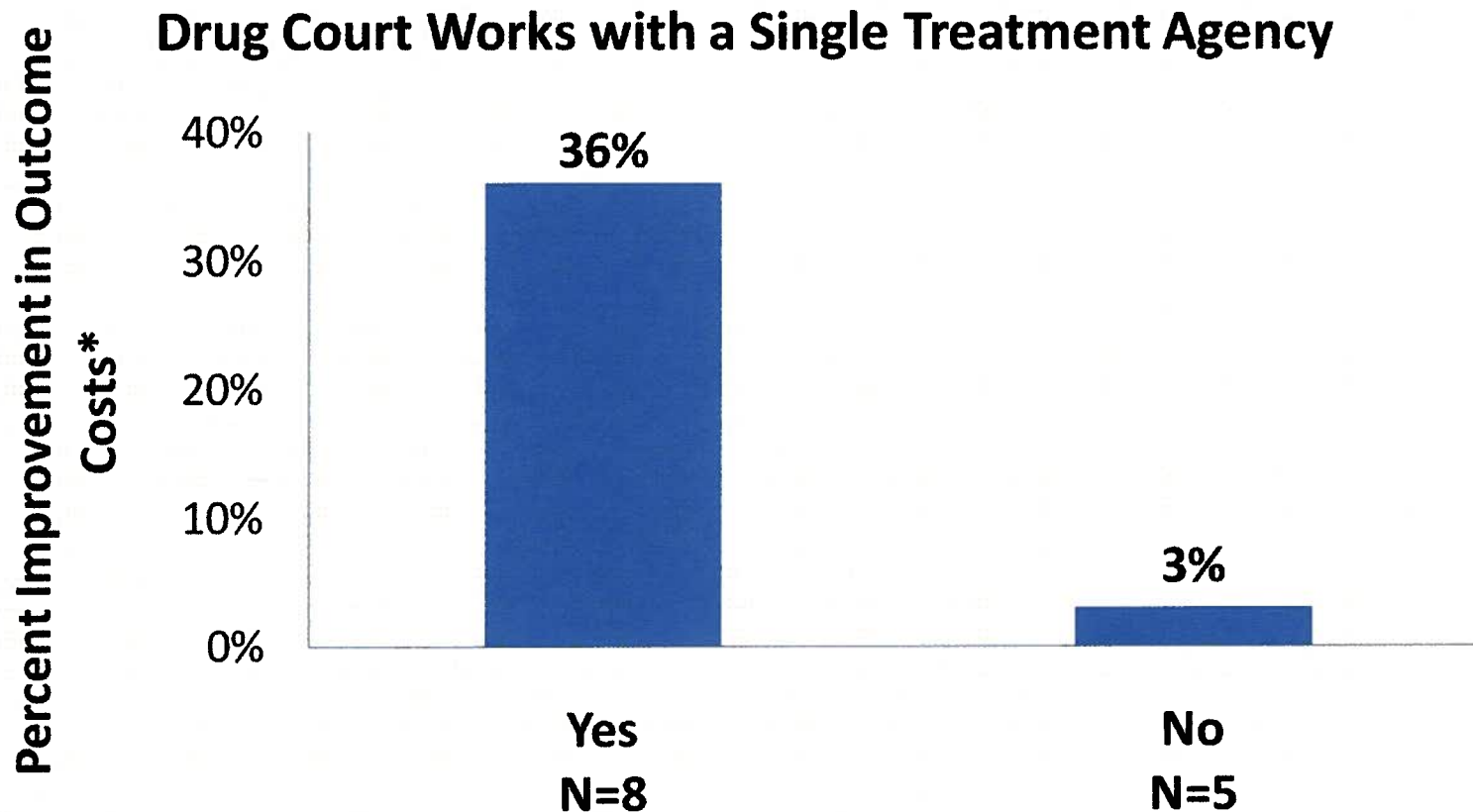
Drug Courts That Used One or Two Primary Treatment Agencies Had 76% Greater Reductions in Recidivism

Fewer treatment providers is related to greater reductions in recidivism



Note: Difference is significant at $p < .05$

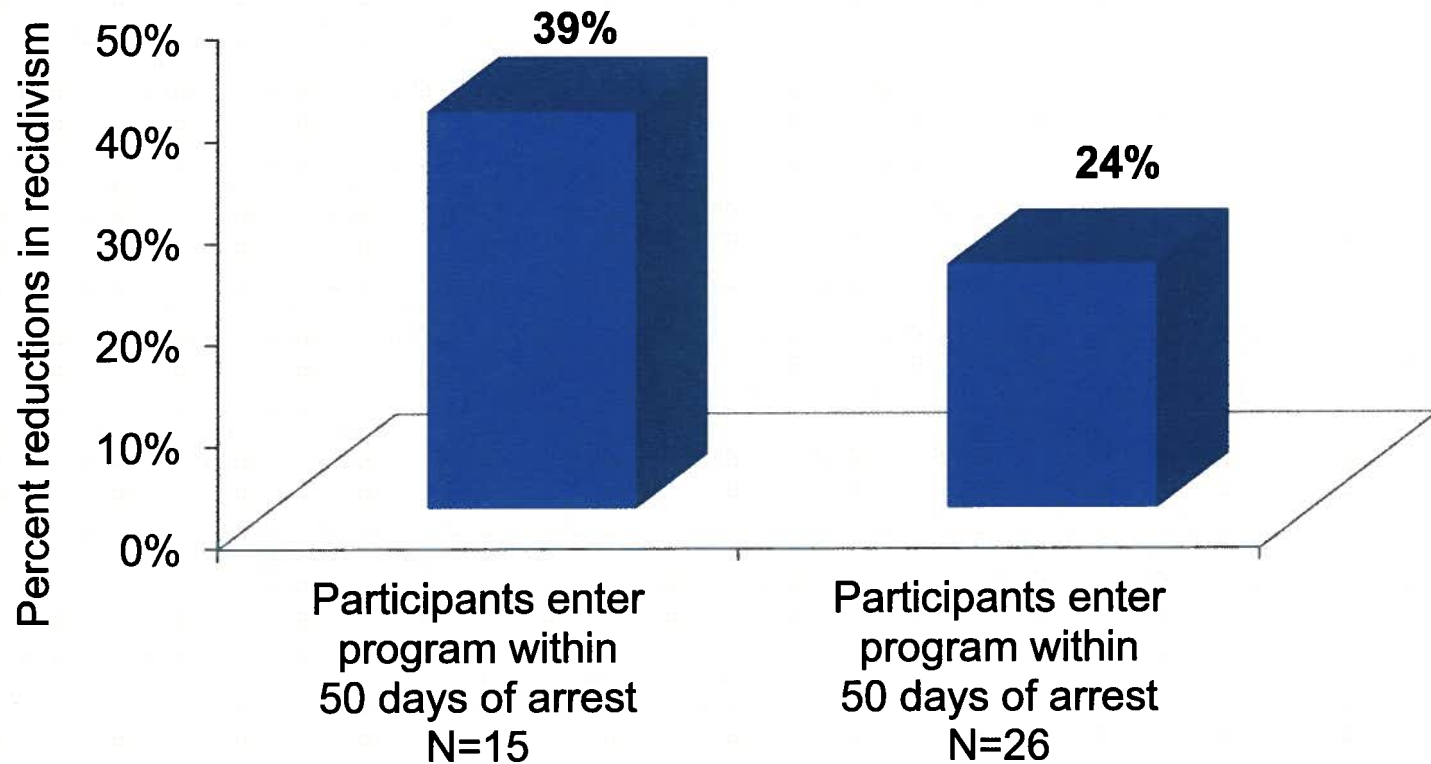
Drug Courts That Used a Single Coordinating Treatment Agency Had 10 Times Greater Savings



* "Percent improvement in outcome costs" refers to the percent savings for drug court compared to business-as-usual

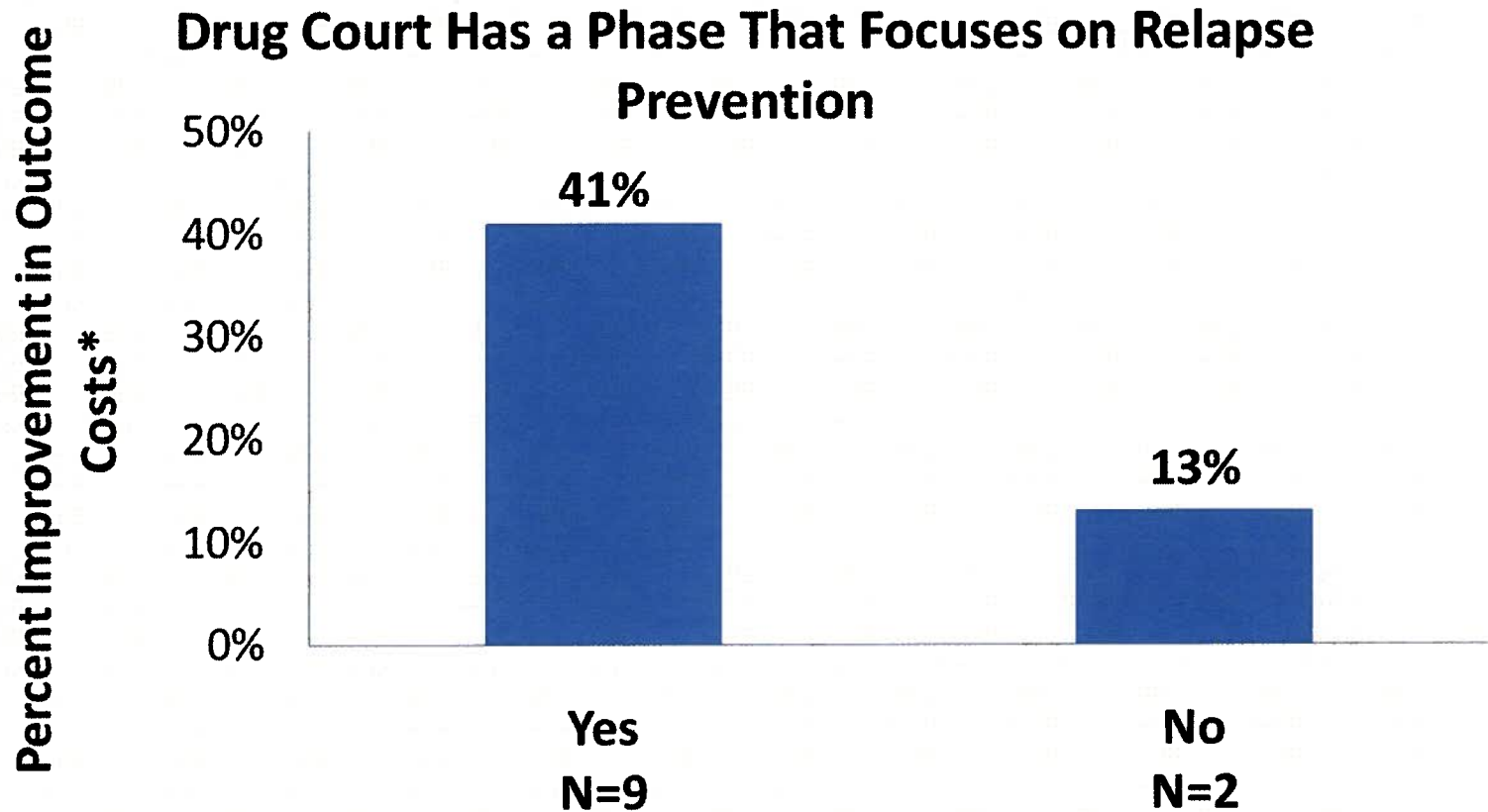
Note: Difference is significant at $p < .05$

Drug Courts In Which Participants Entered the Program *within 50 Days of Arrest* Had 63% Greater Reductions in Recidivism



Note: Difference is significant at $p < .05$

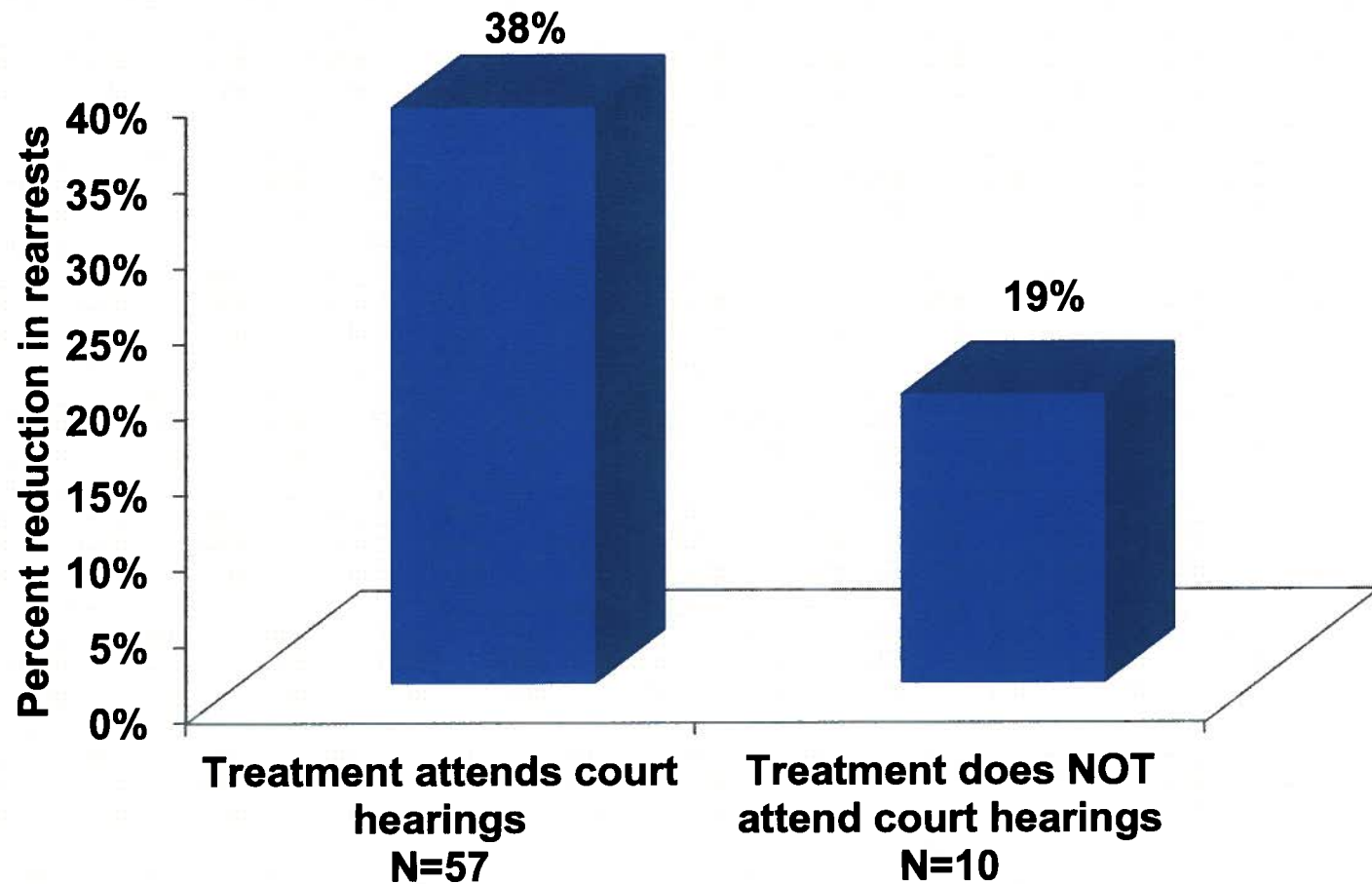
Drug Courts That Included a Phase Focusing on Relapse Prevention Had Over 3 Times Greater Savings



* "Percent improvement in outcome costs" refers to the percent savings for drug court compared to business-as-usual

Note: Difference is significant at $p < .05$

Drug Courts Where a Treatment Representative Attends Court Hearings had 100% greater reductions in recidivism



Note 1: Difference is significant at $p < .10$

FY 2013 Budget Request
Drug Court Treatment-Chemical Dependency Counselors
General Fund (001)

	FY 13 Request
FTEs	3.0
Personnel	\$160,882
Operating	\$3,900
Subtotal	\$164,782
Capital	\$11,199
Total Request	\$175,981

Performance Measures

Description	Actual FY 11 Measure	Revised FY 12 Projected Measure	Projected FY 13 Measure at Target Budget Level	Revised FY 13 Measure with Additional Resources
Enrollments in treatment program	NA	NA	150	150
Successful Treatment Completions	NA	NA	75	105
Percent of Successful Treatment Completions	NA	NA	50%	70%

This program is an 18-month program, thus it will be at mid-FY 14 before even initial completion numbers for this program are available and longer to see the final results of the two-year re-arrest rate period.

Not all Drug Courts work!
Not all treatment works with all clients!

Cognitive Behavioral Treatment reduces
recidivism by 25%. The most effective
programs have more than 50% reductions.

Your approval of this request will allow us to
assure that a tested cognitive-behavioral
program, delivered by well-trained
counselors with strong quality control, is
provided to drug court clients.

FY 2013 BUDGET REQUEST ANALYSIS

Req 1: FTE Reclassification
Fund: General Fund (001)

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	0.0	0.0	0.0
Personnel	\$7,870	\$0	\$0
Operating	\$0	\$0	\$0
Subtotal	\$7,870	\$0	\$0
Capital	\$0	\$0	\$0
Total Request	\$7,870	\$0	\$0

Dept. Summary of Request: In conjunction with the Market Salary Survey (MSS), the Pretrial Manager position was recommended to be moved from PG 20 to PG 21 on March 27, 2012 through Commissioners Court vote.

However, subsequent to this development, two new issues of equity have been identified related to the classification of the Training & Education Coordinator-Senior (Slot 14) and the Court Services Management Admin Coordinator (Slot 16) positions, relative to the reclassified Pretrial Manager positions. In order to address those issues of equity, on April 5, 2012 we submitted a memorandum to HRMD regarding this outstanding MSS item. On April 9, 2012 HRMD recommended we submit the reclassification of these two positions – Training & Education Coordinator-Senior (slot 14) to a Pretrial Manager, PG 21 and the Court Services Management Admin Coordinator (slot 16) to Office Manager-Senior, PG 20 as a Budget proposal.

PBO Recommendations & Comments: PBO notes that the MSS was related to market issues and not reclassification matters. As can be seen from the Pretrial Services request, their reclassification concern for one group of their positions was separately approved by Court on March 27th. Because of this separate action, PBO defers recommending funding on this request and asks Pretrial Services to pursue this second separate concern in the same manner as they did the first.

Budget Request Performance Measures:

The department did not submit performance measures for this request.

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Reclassification	1
Name of Program Area: (Taken directly from applicable PB-3 Form)	Pretrial Services	
Fund/Department/Division:	001/42/00 001/42/10	
Amount of Request:	\$7,038	
Collaborating Departments/Agencies:	Pretrial Services, HRMD and PBO	
Contact Information (Name/Phone):	Irma G. Guerrero 854-3101.	

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

In conjunction with the Market Salary Survey, the Pretrial Manager position was recommended to be moved from PG 20 to PG 21 on March 27, 2012 through Commissioners Court vote. However, subsequent to this development, two new issues of equity were items have been identified related to the classification of the Training & Education Coordinator-Senior (Slot 14) and the Court Services Management Admin Coordinator (Slot 16) positions, relative to the reclassified Pretrial Manager positions. In order to address those issues of equity, on April 5, 2012 we submitted a memorandum to HRMD regarding this outstanding MSS item. On April 9, 2012 HRMD recommended we submit the reclassification of these two positions – Training & Education Coordinator-Senior (slot 14) to a Pretrial Manager, PG 21 and the Court Services Management Admin Coordinator (slot 16) to Office Manager-Senior, PG 20 as a Budget proposal (see our Memo dated 4/5/12 and email from Todd Osborn on 4/9/12).

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

We are requesting a reclassification of the Training & Education Coordinator-Senior position PG 20 to a Pretrial Manager position PG 21. This Pretrial Manager title is utilized only by our department, so consideration to this option would not impact any other county department.

There are many reasons to move this position to the Pretrial Manager job title. Historical detail reflects that in our Budget submission dated May 1, 2006 for the FY07 year, we submitted a budget request proposal for a FTE Pretrial Officer Lead position to assist with making more equitable our Manager-to-Officer ratio (see Attachment #2). We were denied this request, and so our Manager-to-Officer ratios remained dramatically uneven (see Attachment #1). As a result, we addressed the inequity internally through the redistribution of staff among all of our management level positions; thus, the Training and Education Coordinator Sr. position, which was, at the time, classified at the same level as a Pretrial Manager, assumed the duties of a Pretrial Manager, becoming responsible for the direct supervision of Pretrial Officers, in addition to serving as our full-time training coordinator. The outcome of the MSS, where the Training & Education Coordinator-Senior position remained a PG 20 and the Pretrial Manager positions were classified as PG 21 has changed resulted in a disparity which we seek to correct through this budget submission.

Attached is the PAQ (see Attachment #3) that we submitted for the FY11 MSS. When referring to this PAQ you will notice that 50% or more of this position's primary duties and responsibilities are the same as those of our Pretrial Managers, in addition to the incumbent's responsibilities as the department's Training Coordinator. Those additional duties and responsibilities include personnel issues such as supervision of Pretrial Officers (including disciplinary issues), conducting annual performance evaluations, and participating in the external hiring and internal promotion process. It also includes operational issues such as assisting in the preparation of the department budget, making recommendations on high level bond issues, working with vendors, and being available to Pretrial staff 24/7, 365 days per year. This is not an all-inclusive list, but rather a representative sample of the duties performed that are also performed by Pretrial Managers which well-illustrates that, due to these aligned duties/responsibilities and internal equity issues, our recommendation is to classify this position as a Pretrial Manager (PG 21).

The second management level position we are requesting to reclassify is the Court Services Management Admin Coordinator, PG 18. Historically, this position evolved from an Administrative Assistant II to an Office Supervisor to its current job title. In the FY 06 Job Analysis (see Attachment #4) both our departments worked collaboratively to resolve an inequity issue with this position's duties and responsibilities when compared to our other management level positions. The recommendation from the FY06 Job Analysis was to place this position as an Office Manager position, which would have better-reflected the actual duties of the position; however, with the Office Manager position classified at a PG 19, we recognized that this would have caused a greater disparity among our management positions as the Pretrial Manager positions were then classified at a PG 17. Both HRMD and Pretrial Services reached an agreement with the job title of Court Services Management Admin Coordinator position, which was not ideal, but, at the time acceptable. The outcome of the MSS, where the Management Admin. Coordinator remains PG 18 and the Pretrial Managers become PG 21, however, has changed this significantly, and resulted in a disparity which we seek to correct through this budget submission.

Attached is the PAQ (see Attachment #5) we submitted on this position for the FY11 MSS and the Office Manager-Senior position job description (see Attachment #6). We have made a comparative review and clearly our position falls more in line with the Office Manager-Senior position. Our Court Services Management Admin Coordinator PG 18 position is responsible for personnel issues such as supervising 13 staff (including disciplinary issues) conducting annual performance evaluations and participating in the external hiring and internal promotions process. It also includes operational issues such as approving and monitoring purchase requisitions, reviewing and coordinating payroll entry, overseeing records management retention, monitoring the department's financial system, and being available to Pretrial support staff 24/7, 365 days per year. This is not an all-inclusive list, but rather a representative sample of the duties performed which well-illustrate that, due to these aligned duties/responsibilities and internal equity issues, our recommendation is to classify this position as an Office Manager-Senior, PG 20.

The chart below shows how this reclassification will allow Pretrial Services to continue to have balanced Supervisor-to-Staff ratios across our department.

Current Supervisor Positions/PG

Current Supervisor-to-Staff Ratios

Training/Ed. Coordinator, Sr. (Slot 14 PG 20)	8-15*
Court Services Mgmt. Adm. Coordinator (Slot 16 PG 18)	13
Pretrial Manager (Slot 3 PG 21)	10
Pretrial Manager (Slot 4 PG 21)	11-13**
Pretrial Manager (Slot 65 PG 21)	11
Social Services Program Administrator (Slot 82 PG 21)	8-15

**The Sr. Training & Education Coordinator position could supervise up to 15 individuals, depending on how many Pretrial Officers are within their first 8 months of employment undergoing Pretrial Officer training.*

***The "A" Shift Pretrial Manager could supervise up to 13 individuals, depending on how many Pretrial Officers have completed the first 8 months of Pretrial Officer training.*

3a. Pros: Describe the arguments in favor of this proposal.

Arguments in favor:

- 1) Better internal equity among our management level positions.
- 2) Job titles that better align with the actual duties and responsibilities of the position.
- 3) Supervisor-to-staff ratios continue to be evenly distributed.
- 4) Employees continue to be afforded better access to their direct supervisor.
- 5) Supervisors continue to have the ability to efficiently ensure compliance with standard operating procedures by incumbents, thus enhancing service levels and program outcomes.
- 6) Provides for a temporary fix with the current internal "compression" issue that Pretrial Services faces until HRMD has an opportunity to address this county-wide.

3b. Cons: Describe the arguments against this proposal.

N/A

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.

To become effective 10/1/12.

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

N/A

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
N/A				

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:				
<p>The overall impact of funding this request would provide for a more equitable alignment among our management level positions; better supervisor-to-staff ratios; employees will be afforded increased access to their direct supervisor; and, most importantly, supervisors will continue to have the ability to more efficiently ensure compliance with standard operating procedures by subordinate staff, thus enhancing service levels and program outcomes.</p>				
<p>Reclassifying the Training & Education Coordinator-Senior (slot 14) to a Pretrial Manager, PG 21 and the Court Services Management Admin Coordinator (slot 16) to Office Manager-Senior, PG 20 would allow for better internal equity and job titles that align with the duties and responsibilities of the position.</p>				
<p>Such a change would be consistent with Travis County policies and philosophy on compensation and classification, including §10.025(a) (“The County maintains a classification system with each position assigned a classification based on duties, responsibilities, qualifications, knowledge, skills, and abilities required.”).</p>				
7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.				
<p>By not funding this request it creates inequity and compression issues among our management level positions. Management level positions are responsible for supervising anywhere from 8 to 15 incumbents, handling personnel items/issues, conducting annual performance evaluations and availability to Pretrial staff 24/7 (this is not an all-inclusive list).</p>				
<p>This runs counter to Travis County personnel policies such as §10.024 (b)(2) (“Internal Equity. Travis County values each of its jobs in relation to one another.”), and §10.025(a) (“The County maintains a classification system with each position assigned a classification based on duties, responsibilities, qualifications, knowledge, skills, and abilities required.”).</p>				
8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.				
<p>N/A</p>				
9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor’s Office).				
<p>N/A</p>				
10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and				

list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.

N/A

11. If requesting a new position(s), is office space currently available? Y/N N/A

If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:

Building Address		Floor #	
Suite/Office #		Workstation #	

12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).

N/A

12b. Does the requested item meet the definition of an improvement? If so, how (e.g.: higher quality material, increase in efficiency and/or capacity)

Yes, both "equity and compression" issues will be addressed within the management level positions in Pretrial Services.



Attachment #1

Travis County Pretrial Services
a division of the Adult Probation Department
509 West 11th Street, Room 1.800
Austin, TX 78701
512-854-9381
512-854-9018 Fax

Irma Guerrero, Division Director

MEMORANDUM

Date: March 20, 2007
To: Pretrial Services Staff
From: Irma Guerrero, Pretrial Division Director
Re: Redistribution of Staff among Supervisors

In my memo dated yesterday, I advised that one of the initiatives that we are undertaking as a Department is to redistribute staff among current Managers and the Training and Education Coordinator. This is being done in an effort to address high staff-to-supervisor ratios, and to provide more direct supervision to employees, staff and programs. Please see the chart below that illustrates the current arrangement and the new assignments of staff to supervisors. These changes are effective: April 16, 2007. Supervisors will be setting meetings with their respective units/personnel and notifying you directly regarding timesheets, leave requests, etc. in the coming weeks and prior to April 16th.

Table with 2 columns: Current Distribution of Staff and New Distribution of Staff. Rows show staff assignments for various supervisors, including PTO counts and total supervised counts.

As a result of the redistribution of staff (i.e. the creation of the EM program), there are 2 positions within Case Management that we will need to fill from existing staff. Additional information on this subject will be forthcoming.

My hope is that this effort will allow our Department to achieve a more favorable staff-to-supervisor ratio and allow for a more balanced level of responsibility among supervisors. The goal is to continue to enhance the efficiency and effectiveness of this Department's operations.

As always, thank you for your continued cooperation. Please let me know if you have any questions or concerns.

CC: Dr. Geraldine Nagy, Director
Rosie Ramon-Duran, Assistant Director

Attachment #2

**FY 2007 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request:	Pretrial Officer, Lead Caseload Unit – Maintenance of Current Effort
Fund/Department/Division:	001/42/00
Total Amount Requested:	\$54,605
Priority of the Request (#):	3
Collaborating Departments/Agencies:	N/A
Contact Information (Name/Phone):	Irma G. Guerrero 854-3101

- 1. Summary statement: Please include one or two sentences to be included in Commissioner's Court materials.**

The Pretrial Services Department is requesting the creation of a Lead Pretrial Officer (Pay Grade 16) for the Caseload Unit at Pretrial Services to address inefficiencies caused by a very high Officer to Manager ratio. The Manager currently supervises 14 FTE's (6 Supervision/Electronic Monitoring Officers, 3 Ignition Interlock Officers, 2 Mental Health Senior Officers and 3 Family Violence Officers).

- 2. Description of request: Please describe the current problem and how the request relates to the mission and services provided by the department. Any historical information related to the request would be beneficial.**

At present, the Pretrial Manager supervises 14 Pretrial Officers assigned to the case management unit. The Manager has overall responsibility for both the operational management of the unit (including supervising officers' handling of individual cases) as well as the personnel management of the unit (including evaluations and disciplinary issues). The creation of this Lead Pretrial Officer would assist the Manager by allowing for a more efficient distribution of the managerial workload. This more favorable ratio will improve the overall functions of the entire case management unit by freeing the supervisors to provide more direct supervision to employees and increasing the ability of Pretrial Officers to easily access a supervisor.

The Manager has the responsibility to ensure that 14 Officers are continuously monitoring the compliance of defendants assigned to the various individual caseloads. This is a time-intensive process that requires that the manager is aware of and able to address daily developments concerning over 3,004 cases, which are currently being supervised by his unit. In performing this critical job function, the Manager is responsible for the day-to-day operations of the unit as well as for audits of the work-product of the each officer assigned to the unit. The manager is also tasked with managing personnel issues within the staff of 14, to include regular personnel evaluations, creating the departmental schedule on rotation with other managers, training new caseload officers, and addressing disciplinary issues. Finally, as a member of the departmental management team, this Manager is responsible for preparing reports for the Division Director regarding the operations of the caseload unit, addressing concerns from the Officers, clients, public, and the courts, and serving on various committees on which our department has representatives.

The myriad responsibilities of this Manager with respect to the direct supervision of his unit combined with his departmental administrative responsibilities require a considerable amount of time and effort and, due to the number of staff being supervised has grown to a weight that cannot be carried by one person without assistance provided by a middle-management staff member.

3. Anticipated outcome of the request and proposed timeline: Timeline should include the expected dates of results and may extend past FY 07.

In the allocation of funding for a Lead Pretrial Officer – Case Management, we anticipate several positive outcomes:

1) The level of supervision provided to each caseload Officer will be enhanced due to the improved Officer to Supervisor ratio because with fewer Officers to supervise, supervisors will have be able to monitor officers more consistently and better ensure adherence to standard operating procedures. The reduction in Officer to Supervisor ratio will also result in Officers having easier access to their direct supervisors. Both of these factors will contribute to a more efficiently run Caseload Unit and, thus, better supervision being given to defendants released on bond.

2) The desired outcome of the case management program is to divert defendants from jail. With better supervision being given to defendants released on bond, there is a likelihood that defendants will not forfeit their bond or fall into a state of non-compliance, thus diminishing the need for issuance of a warrant for their arrest, and their subsequent incarceration.

3) The allocation of a Lead Officer will allow for equitable distribution of specific managerial responsibilities, such as the preparation of case audits, regular computer-created reports, personnel evaluations (subject to review by the Manager) and other assigned duties.

4) The Lead Officer will assist the Manager with direct training of new Officers assigned to the Case Management Unit. In our current budget we have requested additional staff for the Case Management Unit due to significant growth in the number of defendants assigned to these caseloads and a need to positively impact jail population numbers. It is anticipated that these caseloads will continue to grow over time and that there will continue to be a need for additional staff in the future. With the addition of new employees to this unit, being able to quickly and efficiently provide training is a priority. Training can be completed in a more timely fashion and improved oversight of the trainee with the assistance of the Lead Officer.

4. Description of program measurement and evaluation: This section should describe how the proposal will be measured and evaluated and may include an independent evaluation component. In addition, please indicate whether a comparative analysis of similar local programs is available.

Funding the Pretrial Lead Officer request would yield better officer to supervisor ratios. Under current allocated staffing relationships the Pretrial Manager supervises 14 employees in the caseload unit, the Lead Officer position could potentially supervise four employees thereby reducing the total number of employees supervised by the Manager to 11 employees (including this lead position). This is a 21% reduction in the number of employees supervised. The 11 employees reporting to the Manager along with the Lead Officer position provides for a more equitable level of supervision. If FY07 budget requests for three additional staff are approved, the breakdown of employees supervised by the Manager and Lead Officer would be adjusted accordingly. With the constant growth within the caseload unit this Lead Officer position becomes even more crucial to providing the enhanced level of supervision to ensure the efficient operation of this unit.

5a. Please list applicable current and new performance measures related to the request and note the changes for FY 07 should this request be implemented:

Measure Name	FY 05 Measure	FY 06 Measure	Projected FY 07 Measure at Target Level	Projected FY 07 Measure with Change
NA	NA	NA	NA	NA

5b. Description of the impact of funding the request on departmental performance measures, service levels, and program outcomes:

Currently, the Caseload Unit supervises 3,004 active clients. These clients are supervised by 14 Pretrial Officers II assigned to various Specialized Caseload areas (Family Violence, Supervision/Electronic Monitoring, Ignition Interlock, Low-risk Electronic Monitoring and Mental Health supervision programs). Current staffing levels require the Manager to supervise 14 FTE's. Funding this request the Manager will directly supervise 11 FTE's (including this lead position) and the Lead Officer will supervise 4 FTE's. With the funding of a Lead Officer, current Officer to Supervisor ratio of 14:1 will be reduced to preferred levels.

If FY07 budget requests are approved new ratios will be as follows: Manager will supervise 12 FTE's to include this lead position and the Lead Officer will supervise 6 Pretrial Officers. This Lead Officer would have the ability to supervise a portion of the Caseload unit thereby reducing the Officer to Supervisor ratio. 17:1 (with the anticipated funding of three additional staff) to a ratio of 12:1 for the Manager (which includes this Lead Officer position) and 6:1 for the Lead Officer. Employees will be afforded increased access to their direct supervisor and the supervisors will have the ability to more efficiently ensure compliance with standard operating procedures, thus enhancing the services provided by the caseload unit.

With the Officer to Supervisor ratio at preferred levels, the Manager will also have time to focus on implementing, developing, and monitoring new or existing pilot programs which are designed to have a direct impact on reducing jail population numbers.

6. Description of impact of not funding the request in FY 07:

Under the FY07 budget, we are requesting 3 additional FTE's for the Ignition Interlock Program, which would result in 17 employees reporting to one Manager. This Lead Officer would have the ability to supervise a portion of the Caseload unit thereby reducing the Officer to Supervisor ratio from 17:1 (with the anticipated funding of three additional staff) to a ratio of 12:1 for the Manager (which includes this Lead Officer position) and 6:1 for the Lead Officer. If this request is not funded, it is likely that inefficient staffing levels will be experienced and undue burdens will continued to be placed by the Pretrial Manager responsible for the Case Management Unit. This could have negative outcomes impacting jail overcrowding as officers will not be consistently supervised to ensure caseloads are monitored effectively to have program compliance. Low compliance by defendants has the potential of resulting in their return to custody adding additional expense to the county. Additionally, any FTE's added to the case management unit would diminish levels of direct supervision of employees by the Manager. It is important to note that in the budget cycle we are requesting 3 FTE's for our Ignition Interlock Caseload in order to address the increased number of defendants being supervised on that caseload.

7. Will proposal leverage other resources such as existing internal resources or grant funding? If so, please list and describe impact. If resources from similar existing program/s will not be reallocated, please give reasons and include analysis:

N/A

8. Will this proposal generate additional revenue? If so, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office):

N/A

9. If applicable, has this proposal been discussed with other departments/agencies that provide similar or supporting services that could be impacted? If so, please describe impact and list the other departments/agencies and their points of contact. If analysis indicates an impact, please suggest ways all departments/ agencies can collaborate to ensure success of the proposal:

N/A

10. If requesting a new position(s), is office space currently available?			Yes/No
If Yes, please complete the following:			No*
Building Address	509 W. 11 th St.	Floor #	1st
Suite/Office #	1,800	Workstation #	N/A

* Space is not available for the expansion of this current level package. A memo was sent to facilities on 3/31/06 concerning our current space allocations.

TRAVIS COUNTY
Human Resources Management Department
Position Analysis Questionnaire (PAQ)

An electronic version is available through your Human Resources Liaison

3. DUTIES AND RESPONSIBILITIES	
Describe the primary duties and responsibilities of this position in order of importance. What is the action being done and what is the approximate percentage of time (use an action verb, e.g. makes photo copies, schedules meetings, installs software, opens mail, keeps files, prepares a budget proposal). A primary job duty generally includes significant duties and responsibilities that require at least 10% in time or importance. Total percentage must equal 100%.	
JOB DUTY	PERCENT OF TIME
1. Trains all new employees on the policies and procedures of Pretrial Services, providing classroom and on-the-job learning opportunities in establishing curricula, schedules, and outlines, tracking new employee progress and maintaining accurate training records.	30 %
2. Manages and supervises Pretrial Officers, including both probationary status and tenured staff, resolving personnel problems, with an open-door policy, investigates and addresses staff issues and complaints, and monitors employee performance to ensure that all staff complete assigned tasks according to established policies and procedures, and makes recommendations on disciplinary actions. Prepares and presents performance evaluations to Pretrial Staff maintaining data to substantiate the scores provided. Audits caseload files to ensure compliance with established policies and procedures. Delegates duties to subordinates. Works weekends and some evenings, is available for staff on nights, weekends and holidays to assist in operations of department, is available to employees to staff difficult cases and review work.	30 %
3. Serves as Lead Trainer. Maintains employee training data and records. Develops and implements policies and procedures training staff or arranging for training on any new or modified policies and procedures. Evaluates operations and makes recommendations for improvement, develops performance standards and measures to ensure effectiveness. Researches and ensures that changes in applicable laws/ regulations are brought to the attention of Administration, and ensure compliance with reporting requirements and legislative mandates.	20 %
4. Investigates, decides on and makes recommendations to the Court concerning Pretrial Services position on bond revocation and the granting of personal bonds, as well as those conditions that are recommended in conjunction with a defendant's release, presenting various forms to judges. Provides testimony in court as needed on assigned cases. Makes decisions on proceeding with motions to revoke personal bonds and cash deposit bonds and presents to judges as needed. Assists with departmental applicant reviews and interviewing as needed. Authorizes employee compensatory and overtime accruals, makes decision on use of employee leave accruals, verifies employee timesheets, screens applications for interview, interviews prospective employees and makes recommendations about employment decisions.	10 %
5. Serves on various Pretrial Services Committees and other county government-wide and community-based committees, acting as the contact between this department and other agencies and making presentations to other agencies and groups. Responds to various public inquiries concerning Pretrial Services operations. Prepares reports and statistical analysis, assists in budget preparation. Is available to provide testimony in court as requested by subpoena or a judge. Assists Division Director in Legislative issues related to Pretrial Services, and performs other duties as assigned.	10 %
6.	%
7.	%
8.	%
9.	%
10.	%

TRAVIS COUNTY
Human Resources Management Department
Position Analysis Questionnaire (PAQ)

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4. SUPERVISORY RESPONSIBILITY

Check the statement which best describes the position. (choose only one)

- No formal supervisory authority.
- Lead Worker - Assigns, trains, schedules, oversees, or reviews work of others.
- Project Manager - No formal supervisory authority but directs work of others on specific projects.
- Front Line Supervisor - plans and directs work of others, hires, trains, prepares performance appraisals, and approves leave time of others.
- Manager - Plans and directs the work of supervisors within a specific programmatic area.
- Executive - Delegates authority to carry out work of multiple units to subordinate managers.

If supervision performed, indicate number of employees supervised and employee status.

How many people do you directly supervise: 9

How many people do you Indirectly supervise through others: 30

Total number of people supervised (Direct + Indirect): 39

5. DECISION MAKING

Check the statement which best describes the position. (choose only one)

- Required to make few, if any, decisions.
- Decisions are defined by clear written standards or oral commands.
- Decisions are guided by policy, but I have the ability to decide how to apply the policy to situations.
- Decide whether or not policy applies to situations.
- Decide what the policies are and how they will be applied.

What are the most important/difficult decisions you make on a regular basis?

- Decisions related to staff performance (evaluation and feedback, disciplinary issues).
- Decisions related to release on bond/revocation of bond (whether to recommend release on Personal Bond to the Court or whether to recommend revocation of Personal Bond to the Court).

40

TRAVIS COUNTY
Human Resources Management Department
Position Analysis Questionnaire (PAQ)

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6. CONSEQUENCE OF ERROR

Check the statement which best describes the position. (choose only one)

If work was performed in the wrong way and/or proper procedures were not followed (for example, regulations not adhered to or proper precautions not taken), what would the likely outcome be?

- Minimal property damage, minor injury, minor disruptions of work flow
- Moderate loss of time, injury, damage, or adverse impact on health and welfare of others
- Major problem failure, major property loss, or serious injury

What is the most serious consequence of error in your job?

Insufficient training and monitoring of subordinate personnel creates the potential for adverse impact on the welfare of others/the public safety due to the nature of work performed at Pretrial Services.

7. AUTONOMY

Check the statement which best describes the position. (choose only one)

- What I do, how I do it, and when I do it are clearly defined by others.
- What I do is determined by others but I have flexibility in how and when it gets done.
- As long as I meet deadlines, I am able to decide how my work gets done.
- Within broadly defined limits, I am free to decide what my work day is like.

What types of tasks do you perform that do not require authorization?

Daily assignments to staff, recommendations on bonds up to \$50,000, as well as cases involving serious allegations, and motions to revoke on any felony or misdemeanor.

8. HAZARD/DANGER

Check the statement which best describes the position. (choose only one)

- Work environment is safe and secure.
- Work environment is safe and secure, but occasionally there is a mild environmental hazard.
- Work environment is safe and secure, but routinely there is a mild environmental hazard.
- Routinely work in hazardous conditions, but the conditions are never life-threatening.
- Routinely work in hazardous conditions, but they are seldom life-threatening.
- Routinely work in hazardous conditions which are frequently life-threatening.

What hazards/dangerous conditions do you regularly encounter?

Position requires work in a jail environment as well as an office environment, interacting with defendants in criminal cases.

TRAVIS COUNTY
Human Resources Management Department
Position Analysis Questionnaire (PAQ)

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9. CONTACTS		
What work-related contacts does this position have with people or organizations inside and outside the County? What are the purpose and the frequency of these contacts?		
Frequent Contacts With	Purpose of Contact	Frequency of Contact
<input checked="" type="checkbox"/> Commissioners Court	Assisting in hearings related to Pretrial	As needed
<input checked="" type="checkbox"/> Elected/Appointed Officials, Dept Heads, Ex. Mgrs.	Presenting bonds/motions to judges	Daily
<input checked="" type="checkbox"/> Staff, same department	Directing and evaluating staff work	Daily
<input checked="" type="checkbox"/> Staff, other departments	Interdepartmental collaboration, mtgs	Daily
<input checked="" type="checkbox"/> Public agencies	Representing Pretrial Services to other	Weekly
<input checked="" type="checkbox"/> Vendors, Suppliers, Consultants	Reviewing vendor products and performance	Bi-weekly
<input checked="" type="checkbox"/> Professional associations/activities	Participating in the National Association	Bi-weekly
<input checked="" type="checkbox"/> General public	Representing the department's position	Daily
<input checked="" type="checkbox"/> Other outside organizations	Scheduling staff for trainings offered	Weekly
<input checked="" type="checkbox"/> Other (specify)	Assisting attorneys in obtaining Pretrial	Daily
10. FINANCIAL RESPONSIBILITIES		
Please describe your responsibilities in accounting, purchasing, budgeting and financial analysis and list any appropriate dollar amounts for which you are responsible.		
Assists with creation of Department's Budget, drafting/editing documents used in annual budget submission.		
11. EDUCATION		
Check the <u>minimum</u> formal educational level that a person <i>new</i> to this position would need to perform the job successfully. (choose only one)		
EDUCATION:		
<input type="checkbox"/> No formal education required	<input type="checkbox"/> Some college	<input type="checkbox"/> Master's degree
<input type="checkbox"/> High school diploma or G.E.D.	<input type="checkbox"/> Associate's degree	<input type="checkbox"/> Doctorate
<input type="checkbox"/> Trade school	<input checked="" type="checkbox"/> Bachelor's degree	
<input type="checkbox"/> Other (please specify)		

TRAVIS COUNTY
Human Resources Management Department
Position Analysis Questionnaire (PAQ)

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12. EXPERIENCE	
Check the <u>minimum</u> experience level that a person <i>new</i> to this position would need to perform the job successfully. (choose only one)	
<input type="checkbox"/> None	<input checked="" type="checkbox"/> More than three up to five years
<input type="checkbox"/> One year or less	<input type="checkbox"/> More than five up to seven years
<input type="checkbox"/> More than one up to three years	<input type="checkbox"/> More than seven up to ten years
	<input type="checkbox"/> More than ten up to twelve years
	<input type="checkbox"/> More than twelve up to fifteen years
	<input type="checkbox"/> More than fifteen years
Supervisory Experience (indicate years of experience if required for position) # of years of supervisory experienced required: <u>1yr</u>	
13. PROFESSIONAL LICENSE, REGISTRATIONS, CERTIFICATIONS OR SPECIAL QUALIFICATIONS REQUIRED: (Please list)	
Certification in the use of CJIS Data (TCIC/NCIC);	
14. KNOWLEDGE, SKILLS AND ABILITIES	
What instructions, resources, guidelines, federal and state regulations/laws, technical manuals, professional journals, or policies and procedures are regularly used in this job? Various Pretrial Services (internal) Policy and Procedure Manuals County Policy Manuals + What knowledge do I need to perform my job? Internal department policies and procedures as well as Travis County policies and procedures + What skills do I need to perform my job? Leadership, communication, to include teaching, training coaching and imparting information to a variety of audiences of differing skill levels. + What abilities do I need to perform my job? Public speaking, writing, ability to understand and explain tasks, details and information to a variety of audiences of differing skill levels. Ability to work nights, +	
List any equipment, tools, technology, materials, and/or vehicles needed to perform job duties based on frequency of use: Daily Computers(various software applications), printers, copiers, fax machines, telephones, Pretrial Services Manuals Weekly County Manuals, State Law resources Monthly Automobile (for work purposes)	

TRAVIS COUNTY

Human Resources Management Department

Position Analysis Questionnaire (PAQ)

An electronic version is available through your Human Resources Liaison

15. PHYSICAL DEMANDS AND ENVIRONMENTAL WORKING CONDITIONS

Listed below are various physical demands and working conditions. If you routinely work in these conditions, please check each box that applies. Then indicate what percentage of the day that you spend in these conditions.

- | | | |
|--|---|--|
| <input checked="" type="checkbox"/> Standing <u>20</u> % | <input checked="" type="checkbox"/> Carrying <u>5</u> % | <input checked="" type="checkbox"/> Stooping/Kneeling <u>2</u> % |
| <input checked="" type="checkbox"/> Walking <u>10</u> % | <input checked="" type="checkbox"/> Reaching <u>5</u> % | <input checked="" type="checkbox"/> Crouching/Crawling <u>2</u> % |
| <input checked="" type="checkbox"/> Sitting <u>70</u> % | <input checked="" type="checkbox"/> Pushing <u>1</u> % | <input checked="" type="checkbox"/> Viewing Monitor(s) <u>75</u> % |
| <input checked="" type="checkbox"/> Repetitive Motion(s) <u>70</u> % | <input checked="" type="checkbox"/> Driving <u>2</u> % | |


- Lifting Up to 10 pounds Up to 25 pounds Up to 50 pounds
 Up to 100 pounds More than 100 pounds

Lifting is Occasional Regular Consistent

Listed below are environmental conditions that might be encountered in the workplace. Please check each condition that you encounter on a regular basis. Then indicate how frequently you encounter that condition.

<input checked="" type="checkbox"/> Dust <input checked="" type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input checked="" type="checkbox"/> Noise <input type="checkbox"/> Occasional <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Vibration <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent
<input checked="" type="checkbox"/> Extreme Temperature/Weather Change <input checked="" type="checkbox"/> Seasonal <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Fumes <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input checked="" type="checkbox"/> Infectious Disease <input type="checkbox"/> Occasional <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Consistent
<input type="checkbox"/> Extreme Heat <input type="checkbox"/> Seasonal <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Extreme Cold <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Wet and/or Humidity <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent
<input type="checkbox"/> Dangerous Machinery <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input checked="" type="checkbox"/> Potential Physical Harm <input type="checkbox"/> Occasional <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Hazardous Chemicals <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent
<input checked="" type="checkbox"/> Other: Works in jail environment <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input checked="" type="checkbox"/> Consistent		

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16. SIGNATURES	
The statements are accurate and complete.	
	
_____	Incumbent Print Name
_____	Incumbent Signature
_____	Immediate Supervisor Signature
_____	Department Head Signature
Immediate Supervisor Comments	
Department Head Comments:	
Department Name, Division Pretrial Services, 4210	Authorized Classified Title: Sr. Training and Education Coordinator
Slot Number 14	Actual Classified Title: Sr. Training and Education Coordinator

Attachment # 4

TRAVIS COUNTY HUMAN RESOURCES MANAGEMENT DEPARTMENT
 ADMIN SUPPORT JOB FAMILY IMPLEMENTATION
 BY DEPARTMENT

DP	DEPARTMENT	CURRENT					APPROVED FY 06 JOB ANALYSIS				
		SLOT #	F/V	AUTH JOB CLASS TITLE	PG	FLSA	JOB CODE	JOB TITLE	PG	FLSA	HRS WK
42	PRETRIAL SERVICES	53	F	OFFICE ASST	5	NE	8793	OFFICE ASST	8	NE	1040
42	PRETRIAL SERVICES	23	V	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	1040
42	PRETRIAL SERVICES	33	V	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	2080
42	PRETRIAL SERVICES	61	V	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	1040
42	PRETRIAL SERVICES	19	F	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	2080
42	PRETRIAL SERVICES	73	F	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	2080
42	PRETRIAL SERVICES	72	F	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	2080
42	PRETRIAL SERVICES	17	F	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	2080
42	PRETRIAL SERVICES	24	F	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	1040
42	PRETRIAL SERVICES	58	F	OFFICE SPECIALIST	8	NE	10795	OFFICE SPECIALIST	10	NE	2080
42	PRETRIAL SERVICES	15	F	OFFICE SPECIALIST SR	10	NE	12796	OFFICE SPECIALIST SR	12	NE	2080
42	PRETRIAL SERVICES	50	F	LEGAL SECRETARY	12	NE	13505	ADMINISTRATIVE ASST II	13	NE	2080
42	PRETRIAL SERVICES	16	F	OFFICE SUPERVISOR	13	NE	17396	COURT SVCS MGMT ADMIN CRD	17	E	2080

←AHN

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TRAVIS COUNTY
Human Resources Management Department
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<p>INSTRUCTIONS</p> <p>Read each heading carefully before proceeding to fill out the questionnaire. Be certain the questionnaire is signed.</p>	<p>Make statements simple, complete, and accurate as the job exists today. Please provide descriptive information in sufficient detail to establish a clear understanding of the position. The purpose of the PAQ is to describe the work assigned to a position. It should clearly state the principle duties and responsibilities actually being performed. It is the position that is being described, not the person holding the position.</p>
<p>1. POSITION INFORMATION</p>	
<p>Department Name, Division Pretrial Services, 4200</p>	<p>Check: <input type="checkbox"/> New Position <input checked="" type="checkbox"/> Existing Position <input type="checkbox"/> Vacant Position % FTE <u>100</u></p>
<p>Slot Number 16</p>	<p>Authorized Classified Title: Court Services Management Administrative Coordinator Actual Classified Title: Court Services Management Administrative Coordinator</p>
<p>Incumbent's Name XXXXXXXXXXXX</p>	<p>Length of time in current position 11 years, 1 month</p>
<p>Supervisor's Name Irma G. Guerrero</p>	<p>Supervisor's Position Title Division Director</p>
<p>2. GENERAL SUMMARY</p>	
<p>Provide a brief general summary of the primary purpose or function of this position. Think of how you would describe the position to someone new to the County. What is the position meant to accomplish?</p> <p>Supervises, schedules and oversees the training of administrative staff and daily operations of office. Handle personnel issues for administrative staff. Is available to staff night, weekends and holidays. Conduct annual performance evaluations. Approve employee timesheets. Make decisions about compensatory and vacation time according to SOP. Prepares and/or assists in preparing annual budget documents. Plans, evaluates and implements processes, policies, procedures and systems to improve departmental office operations to ensure operating at maximum efficiency. Recommends and initiates change in departmental policies and procedures. Monitor departmental financial system. Serve as Human Resource, Payroll and Records Management liaison for department. Represents the department at various meetings or as department committee representative. Screens and interviews applicants for employment. Participates in the interview process including setting up interviews, conducting oral boards, and submitting written recommendation to the Division Director.</p>	

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3. DUTIES AND RESPONSIBILITIES	
<p>Describe the primary duties and responsibilities of this position in order of importance. What is the action being done and what is the approximate percentage of time (use an action verb, e.g. makes photo copies, schedules meetings, installs software, opens mail, keeps files, prepares a budget proposal). A primary job duty generally includes significant duties and responsibilities that require at least 10% in time or importance. Total percentage must equal 100%.</p>	
JOB DUTY	PERCENT OF TIME
1. Manages, supervises, plans, delegates, coordinates, monitors and evaluates work of administrative staff and reviews their work involving well-defined procedures. Responsible for organization of office activities, evaluates and initiates measures to improve employee performance; resolves personnel management issues, makes recommendations on disciplinary actions and dismissals, oversees and schedules substitute coverage or acts as back-up for staff, oversees functions and sets priorities on tasks to ensure departmental aims are carried out.	30 %
2. Develops and implements policies and procedures, answers questions on policies and procedures, evaluates operations and makes recommendations for improvement; develops performance standards and measures to ensure resources are allocated effectively; develops training documents and departmental manuals; provides and oversees training of employees, prepares reports and statistical analysis, assists in budget preparation, researches, monitors, and ensures changes in applicable laws, regulations, and directives that impact the department are incorporated into practices; ensures compliance with reporting requirements and legislative mandates.	30 %
3. Authorizes employee compensatory and overtime accruals; makes decision on use of employee leave, accruals, verifies employee timesheets, interviews, screens, and make recommendations about employment decisions; conducts background checks on prospective applicants.	15 %
4. Serves as Human Resource, Payroll and Records Management department liaison. Requests access for new employees i.e., computer, phone pin #, keys, etc., set up and maintains personnel files, schedule NEO for new hires, prepares vacancy announcements. Represent the department at various meetings or as department committee representative. Oversees the record retention schedule for the department.	15 %
5. Oversees and monitors the collection and deposit of fees; makes necessary assessment adjustments to the FACTS Financial system. Prepares and processes budget transfers and PAF's. Approve and monitor purchase requisitions in HTE system. Review line item balances and expenditures.	10 %
6.	%
7.	%
8.	%
9.	%
10.	%

TRAVIS COUNTY
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4. SUPERVISORY RESPONSIBILITY

Check the statement which best describes the position. (choose only one)

- No formal supervisory authority.
- Lead Worker - Assigns, trains, schedules, oversees, or reviews work of others.
- Project Manager - No formal supervisory authority but directs work of others on specific projects.
- Front Line Supervisor - plans and directs work of others, hires, trains, prepares performance appraisals, and approves leave time of others
- Manager - Plans and directs the work of supervisors within a specific programmatic area.
- Executive - Delegates authority to carry out work of multiple units to subordinate managers.

If supervision performed, indicate number of employees supervised and employee status.

How many people do you directly supervise: 13

How many people do you indirectly supervise through others: 0

Total number of people supervised (Direct + Indirect): 13

5. DECISION MAKING

Check the statement which best describes the position. (choose only one)

- Required to make few, if any, decisions.
- Decisions are defined by clear written standards or oral commands.
- Decisions are guided by policy, but I have the ability to decide how to apply the policy to situations.
- Decide whether or not policy applies to situations.
- Decide what the policies are and how they will be applied.

What are the most important/difficult decisions you make on a regular basis?

Personnel Issues: Coaching and disciplinary processes (pre-deprivation hearings as needed). Conducting job performance evaluations. Providing System Administrator functions for various software applications. New applicant screening, conducting oral boards and recommending applicants for hire. Justifying new budget plans annually to Division Director. Overseeing FACTS-Financial System

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6. CONSEQUENCE OF ERROR

Check the statement which best describes the position. (choose only one)

If work was performed in the wrong way and/or proper procedures were not followed (for example, regulations not adhered to or proper precautions not taken), what would the likely outcome be?

- Minimal property damage, minor injury, minor disruptions of work flow
- Moderate loss of time, injury, damage, or adverse impact on health and welfare of others
- Major problem failure, major property loss, or serious injury

What is the most serious consequence of error in your job?

Insufficient training and monitoring of issues related to work safety could create the potential for serious injury due to nature of work and working environment. Making ~~decisions related to nonpersonnel reporting to work during inclement weather during~~

7. AUTONOMY

Check the statement which best describes the position. (choose only one)

- What I do, how I do it, and when I do it are clearly defined by others.
- What I do is determined by others but I have flexibility in how and when it gets done.
- As long as I meet deadlines, I am able to decide how my work gets done.
- Within broadly defined limits, I am free to decide what my work day is like.

What types of tasks do you perform that do not require authorization?

Makes daily assignments to staff; approves overtime, compensatory time and leave requests; orders/approves purchase requisitions; counsels/coaches employees in

8. HAZARD/DANGER

Check the statement which best describes the position. (choose only one)

- Work environment is safe and secure.
- Work environment is safe and secure, but occasionally there is a mild environmental hazard.
- Work environment is safe and secure, but routinely there is a mild environmental hazard.
- Routinely work in hazardous conditions, but the conditions are never life-threatening.
- Routinely work in hazardous conditions, but they are seldom life-threatening.
- Routinely work in hazardous conditions which are frequently life-threatening.

What hazards/dangerous conditions do you regularly encounter?

Encounters high risk defendants in the office.

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Human Resources Management Department
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9. CONTACTS		
What work-related contacts does this position have with people or organizations inside and outside the County? What are the purpose and the frequency of these contacts?		
Frequent Contacts With	Purpose of Contact	Frequency of Contact
<input checked="" type="checkbox"/> Commissioners Court	Provide Information /assistance	Occasionally <input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Elected/Appointed Officials, Dept Heads, Ex. Mgrs.	Meetings interface between dept	As needed
<input checked="" type="checkbox"/> Staff, same department	Direct staff in job assignments; evaluat <input checked="" type="checkbox"/>	Daily
<input checked="" type="checkbox"/> Staff, other departments	Meetings interface between dept	As needed
<input checked="" type="checkbox"/> Public agencies	Interface between agencies and dept	As needed
<input checked="" type="checkbox"/> Vendors, Suppliers, Consultants	As needed contact current vendors <input checked="" type="checkbox"/>	As needed
<input checked="" type="checkbox"/> Professional associations/activities	Obtain information regarding professi <input checked="" type="checkbox"/>	Annually as <input checked="" type="checkbox"/>
<input type="checkbox"/> General public	Customer Service	Daily
<input type="checkbox"/> Other outside organizations	Provide Information / assistance	As needed
<input type="checkbox"/> Other (specify)	Bail Bond Companies - Provide Infor <input checked="" type="checkbox"/>	As needed
10. FINANCIAL RESPONSIBILITIES		
Please describe your responsibilities in accounting, purchasing, budgeting and financial analysis and list any appropriate dollar amounts for which you are responsible Payroll (overtime & temp budget) \$66,227; Supplies \$11,073; Travel \$12,300; Personnel Action Form (PAF); Budget Adjustment Form (BAF); Purchase Requisition; Entry of Payroll; Year End Accruals.		
11. EDUCATION		
Check the minimum formal educational level that a person <i>new</i> to this position would need to perform the job successfully. (choose only one)		
EDUCATION:		
<input type="checkbox"/> No formal education required	<input type="checkbox"/> Some college	<input type="checkbox"/> Master's degree
<input type="checkbox"/> High school diploma or G.E.D.	<input type="checkbox"/> Associate's degree	<input type="checkbox"/> Doctorate
<input type="checkbox"/> Trade school	<input checked="" type="checkbox"/> Bachelor's degree	
<input type="checkbox"/> Other (please specify)		

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12. EXPERIENCE
Check the minimum experience level that a person <i>new</i> to this position would need to perform the job successfully. (choose only one)
<input type="checkbox"/> None <input checked="" type="checkbox"/> More than three up to five years <input type="checkbox"/> More than ten up to twelve years
<input type="checkbox"/> One year or less <input type="checkbox"/> More than five up to seven years <input type="checkbox"/> More than twelve up to fifteen years
<input type="checkbox"/> More than one up to three years <input type="checkbox"/> More than seven up to ten years <input type="checkbox"/> More than fifteen years
Supervisory Experience (indicate years of experience if required for position) # of years of supervisory experienced required: <u>1yr</u>
13. PROFESSIONAL LICENSE, REGISTRATIONS, CERTIFICATIONS OR SPECIAL QUALIFICATIONS REQUIRED: (Please list)
TCIC/NCIC Less than Full Access Certification every 2 years
14. KNOWLEDGE, SKILLS AND ABILITIES
What instructions, resources, guidelines, federal and state regulations/laws, technical manuals, professional journals, or policies and procedures are regularly used in this job? County purchasing and budget rules, HIPPA, FMLA Policy; Various Pretrial Services (internal) Policy and Procedure Manuals; County Policy Manuals; Code of Criminal
What knowledge do I need to perform my job? Internal department policies and procedures as well as Travis County policies and procedures. Generally accepted methods for supervision of employees. General
What skills do I need to perform my job? Leadership, communication, to include training, coaching and imparting information to a variety of audiences of differing skill levels.
What abilities do I need to perform my job? Ability to work nights, weekends and holidays as needed to provide coverage for the department; Ability to be available to staff 24 hrs/day, 7 days/wk via telephone, e-mail
List any equipment, tools, technology, materials, and/or vehicles needed to perform job duties based on frequency of use: Daily Computer - Application: Tiburon, FACTS – Financial, HTE, MSWord, CJS/DJS, FACTS, Crystal Reports.
Weekly Access, Excel, PowerPoint to perform Criminal background checks for
Monthly

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15. PHYSICAL DEMANDS AND ENVIRONMENTAL WORKING CONDITIONS		
Listed below are various physical demands and working conditions. If you routinely work in these conditions, please check each box that applies. Then indicate what percentage of the day that you spend in these conditions.		
<input checked="" type="checkbox"/> Standing <u>20</u> %	<input checked="" type="checkbox"/> Carrying <u>5</u> %	<input checked="" type="checkbox"/> Stooping/Kneeling <u>2</u> %
<input checked="" type="checkbox"/> Walking <u>10</u> %	<input checked="" type="checkbox"/> Reaching <u>5</u> %	<input checked="" type="checkbox"/> Crouching/Crawling <u>2</u> %
<input checked="" type="checkbox"/> Sitting <u>70</u> %	<input checked="" type="checkbox"/> Pushing <u>1</u> %	<input checked="" type="checkbox"/> Viewing Monitor(s) <u>75</u> %
<input checked="" type="checkbox"/> Repetitive Motion(s) <u>70</u> %	<input checked="" type="checkbox"/> Driving <u>2</u> %	
<input checked="" type="checkbox"/> Lifting <input type="checkbox"/> Up to 10 pounds <input checked="" type="checkbox"/> Up to 25 pounds <input type="checkbox"/> Up to 50 pounds <input type="checkbox"/> Up to 100 pounds <input type="checkbox"/> More than 100 pounds		
Lifting is <input checked="" type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent		
Listed below are environmental conditions that might be encountered in the workplace. Please check each condition that you encounter on a regular basis. Then indicate how frequently you encounter that condition.		
<input checked="" type="checkbox"/> Dust <input checked="" type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input checked="" type="checkbox"/> Noise <input type="checkbox"/> Occasional <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Vibration <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent
<input checked="" type="checkbox"/> Extreme Temperature/Weather Change <input checked="" type="checkbox"/> Seasonal <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Fumes <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input checked="" type="checkbox"/> Infectious Disease <input type="checkbox"/> Occasional <input checked="" type="checkbox"/> Regular <input type="checkbox"/> Consistent
<input type="checkbox"/> Extreme Heat <input type="checkbox"/> Seasonal <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Extreme Cold <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Wet and/or Humidity <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent
<input type="checkbox"/> Dangerous Machinery <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input checked="" type="checkbox"/> Potential Physical Harm <input checked="" type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent	<input type="checkbox"/> Hazardous Chemicals <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent
<input type="checkbox"/> Other: <input type="checkbox"/> Occasional <input type="checkbox"/> Regular <input type="checkbox"/> Consistent		

TRAVIS COUNTY
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16. SIGNATURES	
The statements are accurate and complete.	
Date	 Incumbent Print Name
Date	Incumbent Signature
Date	Immediate Supervisor Signature
Date	Department Head Signature
Immediate Supervisor Comments:	
Department Head Comments:	
Department Name, Division Pretrial Services, 4200	Authorized Classified Title: Court Services Management Administrative Coordinator
Slot Number 16	Actual Classified Title: Court Services Management Administrative Coordinator

Attachment # 6

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Office Manager Senior

JOB CODE: 21709
PAY GRADE: 21

FLSA STATUS: Exempt
LAST REVISED: 10/01/09

JOB SUMMARY:

Oversees daily management of administrative and operational functions, including Budgeting, Purchasing, Human Resources, Payroll, Records Management, Information Technology and office functions. Plans, supervises, schedules and monitors a section of office employees whose duties are specialized and involve varied procedures and methods. Answers questions on policies and procedures.

DISTINGUISHING CHARACTERISTICS:

This is the second in a series of two office management-related job classifications within the Senior Management/Middle Management job family. This classification is distinguished from the Office Manager in that incumbents have more experience, are responsible for the most complex and involved office administrative operations, and duties are primarily financial, supervisory, and administrative in nature.

DUTIES AND RESPONSIBILITIES:

- Oversees daily management of administrative and operational functions within the department, including Budgeting, Purchasing, Human Resources, Payroll, Records Management, Information Technology and office functions. Manages operations to meet deadlines. Advises Elected Official or department head of issues.
- Develops and implements office administrative policies and procedures to ensure operating at maximum efficiency. Answers questions on policies and procedures. Evaluates operations and makes recommendations for improvement. Handles and resolves personnel management issues, develops performance standards and measures to ensure resources are allocated effectively.
- Plans, evaluates, establishes and implements processes, policies, procedures and systems to improve departmental office operations. Researches, monitors and ensures changes in applicable laws, regulations and directives that impact the department. Ensures compliance with reporting requirements and legislative mandates. Oversees efficient operations of the departmental records management, including files, reports and storage.
- Manages, plans, delegates, coordinates, monitors and evaluates work of support staff, and reviews their work involving well-defined procedures. Hires and trains support staff. Makes recommendations on merit increases, disciplinary actions and dismissals. Oversees and schedules substitute coverage or acts as back-up for all staff.
- Performs the most complex administrative tasks. Prepares calendars and schedules. Prepares correspondence for Elected Official or department head.
- Performs highly technical analysis, complex financial and budgetary analysis and makes recommendations. Collects, analyzes, researches, documents, audits financial data and prepares financial documents and reports. Prepares and/or assists in preparing annual budget documents. Develops and implements departments accounting and financial fiscal oversight systems to monitor and safeguard the budget, revenues and purchases. Establishes budgetary needs and forecasts service revenue. Compiles comprehensive reports.
- Manages and maintains all purchasing functions. Monitors personal services budget and/or operating budget expenditures. Ensures contracting and purchasing procedures are followed. May prepare purchase orders. May order and purchase needed equipment and supplies. Works with agencies on statistical reports and inquiries.
- Ensures building maintenance is completed. Works with support departments to ensure facility is properly maintained. Works with County departments and outside agencies in sharing information and addressing issues. Oversees and is responsible for maintaining department inventory.
- Evaluates training needs and develops strategies to address needs. Conducts training or secures training to ensure training needs are met. Evaluates computer needs and makes determination for departments automation needs. Continuously evaluates operations and makes recommendations for improvements.
- Represents the County by attending meetings, community meetings, seminars, conferences and professional association meetings. Participates in private organizations and participates serves on related committees. Serves as the department liaison. May serve as spokesperson to media and outside agencies.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Office Manager Senior

JOB CODE: 21709
PAY GRADE: 21

FLSA STATUS: Exempt
LAST REVISED: 10/01/09

DUTIES AND RESPONSIBILITIES: (Cont.)

- Provides information and advice concerning specialized or technical services rendered and related office functions, including responding to and resolving the most difficult and sensitive issues and problems, client inquires, complaints and questions raised by public served or by subordinates.
- Performs other job-related duties as assigned.

MINIMUM REQUIREMENTS:**Education and Experience:**

Bachelor's degree in Public Administration, Business Administration, Business Management, Government, Political Science, Criminal Justice or a directly related field AND five (5) years of professional experience with a broad administrative support activity, such as human resources, payroll, records management, purchasing, contracting, financial analysis, budgeting, information technology and office functions, including two (2) years of mid- to senior level supervisory or management experience;

OR,

Any combination of education and experience that has been achieved and is equivalent to the stated education and experience and required knowledge, skills, and abilities sufficient to successfully perform the duties and responsibilities of this job.

Licenses, Registrations, Certifications, or Special Requirements:

Valid Texas Driver's License.

Knowledge, Skills, and Abilities:**Knowledge of:**

- Management and supervision practices and techniques.
- Federal, State, Local and County applicable laws, rules, regulations and guidelines.
- Policies, practices, procedures and terminology of assigned function.
- Filing and reporting requirements.
- Legal research procedures.
- Accounting, purchasing and budgetary theory, principles and practices.
- Computer equipment to include word processing, spreadsheets, databases and a variety of software packages.
- Business letter writing, grammar and punctuation, and report preparation.

Skill in:

- Supervising others, making presentations and evaluating programs.
- Problem-solving and decision-making.
- Developing databases and conducting research.
- Both verbal and written communication.

Ability to:

- Train and supervise office personnel.
- Plan, assign, motivate and coordinate work of support staff.
- Compile and analyze data, and to write clear and comprehensive reports.
- Assist in monitoring a budget, implementing and maintaining filing and accounting systems.
- Research, compile, analyze, interpret and prepare a variety of fiscal, statistical, legal, and administrative reports.
- Manage time well, perform multiple tasks and organize diverse activities.
- Perform in a stressful environment while maintaining a professional manner.
- Independently prepare correspondence, memorandums and other materials.
- Establish and maintain effective working relationships with departmental clientele, attorneys, judges, representatives of outside agencies, other County employees and officials, and the general public.

TRAVIS COUNTY JOB DESCRIPTION

JOB TITLE: Office Manager Senior

JOB CODE: 21709
PAY GRADE: 21

FLSA STATUS: Exempt
LAST REVISED: 10/01/09

WORK ENVIRONMENT AND PHYSICAL DEMANDS:

Physical requirements include the ability to lift/carry up to 20-50 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, sitting, repetitive motion, reaching, climbing stairs, bending, stooping, kneeling, crouching, crawling, pushing, pulling, balancing, client/customer contact, squatting to perform the essential functions.

This job description is intended to be generic in nature. It is not necessarily an exhaustive list of all duties and responsibilities. The essential duties, functions and responsibilities and overtime eligibility may vary based on the specific tasks assigned to the position.

PBO Write-up

FY 2013 BUDGET REQUEST ANALYSIS

Req 2: Drug Court Treatment-Chemical Dependency Counselors
Fund: General Fund (001)

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	3.0	0.0	0.0
Personnel	\$160,882	\$0	\$0
Operating	\$3,900	\$0	\$0
Subtotal	\$164,782	\$0	\$0
Capital	\$11,199	\$0	\$0
Total Request	\$175,981	\$0	\$0

Dept. Summary of Request: In November 2011 the Drug Court Division was transferred from Court Administration to Adult Probation/Pretrial Services and since then a thorough assessment of the program has been completed. Several initiatives are underway to enhance the program by focusing on the Ten Key Components of Drug Courts, increasing evidence based substance abuse treatment groups, strengthening the role of assessment and expediting participant entry. This request is for 3 FTE's, Chemical Dependency Counselors PG 16.

Pretrial Services provided the following information in support of this request.

In November 2011 the Drug Court Division was transferred from Court Administration to Adult Probation/Pretrial Services with the requirement that the Court be brought into alignment with nationally accepted best-practices as defined by the National Association of Drug Court Professionals. Since then a thorough assessment of the program has been completed. Several initiatives are underway to enhance the program by focusing on the Ten Key Components of Drug Courts, increasing evidence based substance abuse treatment groups, strengthening the role of assessment and expediting participant entry. Having "licensed" Chemical Dependency Counselor positions will allow the program to provide in-house quality treatment placement.

The Drug Court's mission is to serve all participants by addressing substance misuse and supporting positive change, therefore reducing drug-related crime. An evaluation on SHORT showed that those who completed SHORT had a lower re-arrest rate than those in a comparison group (27% vs., 50%). However, 49% of the SHORT participants did not complete the program. Non-completers spent an average of 13 months in the program and had a re-arrest rate of 69%. Furthermore, over half of their

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subsequent arrests were for a drug related offense. Thus, there is significant need to improve completion rates and to enhance treatment services for these higher-risk clients.

Evaluation studies consistently show that while offenders are participating in adult drug courts, they are less likely to commit crime, and, consequently, states and localities save money on criminal justice system costs. In November 2011 the Bureau of Justice Assistance released its "Multi-site Drug Court Evaluation" which looked at 29 Drug Courts throughout the US. The report found that Drug courts produced significant reductions in drug relapse. For example, on an 18-month oral fluids drug test, significantly fewer drug court participants tested positive for illegal drugs (29 vs. 46 percent). The study also found that Drug courts produced significant reductions in criminal behavior. Drug court participants were significantly less likely than the comparison group to report committing crimes. In addition, the probability of an official re-arrest over 24 months was reduced (52 vs. 62 percent). Finally, at 18 months, drug court participants were significantly less likely than comparison offenders to report a need for employment, educational, and financial services.

The BJA study also looked at the cost-effectiveness of drug courts. Drug courts costs are higher than business-as-usual case processing due to larger program investments, including significantly more drug tests, judicial status hearings, time with case managers, and substance abuse treatment. However, Drug Courts save money through improved outcomes, primarily savings to victims from significantly fewer crimes, re-arrests, and days incarcerated. Overall, the net benefit of drug courts is an average of \$5,680 to \$6,208 per participant, returning \$2 for every \$1 of cost.

Evaluation of the DIVERT Drug Court in Dallas Texas has shown similar results. The DIVERT evaluation, published March 2010, showed a statistically significant reduction in recidivism. The study also reported the Benefit-Cost ratio associated with the DIVERT Court program over a 40 month follow-up period to be 9.43:1. That is, on average, for every dollar spent on upgrading drug treatment from the Control group (traditional adjudication) to drug treatment through DIVERT Court, \$9.43 of costs can be saved by society over a 40 month post-treatment period. Furthermore, the authors note that even though this Benefit-Cost ratio is quite substantial, it is still a conservative estimate of the benefits forthcoming from the DIVERT Court program for reasons detailed in the report.

Few long-term evaluations have been conducted on the long-term effectiveness of drug courts, but those conducted have shown sustained reductions in recidivism. A recent evaluation of the Multnomah County Drug Court in Oregon by NPC Research examined the impact of a drug court over 10 years. The study found that re-arrest was reduced by nearly 30 percent over 5 years. There was also a substantial

reduction in the incidence of drug crimes for up to 14 years. Another long-term evaluation conducted on the Baltimore City District Drug Court using similar methods found that participation was associated with lower recidivism when compared to non-drug court participation over the 10-year follow-up time period.

In addition to the above, NPC has recently completed research exploring the actual costs of implementing drug court programs through cost analysis studies. Thus far, they have found savings in the form of decreased recidivism (resulting in fewer rearrests, new court cases, and jail, prison, and probation time served), fewer new treatment episodes, and decreased victimization costs.

Finally, while research shows that drug courts are effective, these results tend to hold true only for drug courts that operate in accordance with the Drug Court Model. NPC studies have specifically explored the cost effectiveness of drug court programs based on their adherence or lack of adherence to the 10 key components of a drug court program as established by the National Association of Drug Court Professionals.

NPS's May 2010 review of the Travis County SHORT Drug Court showed significant deviations from the 10 key components. In November 2011, the Criminal District Judges of Travis County placed the SHORT Drug Court under the supervision of the Travis County CSCD/Pretrial Services with instructions to bring the SHORT program into alignment with the Drug Court model.

NPC made 43 different recommendations which will result in significant changes to the SHORT Drug Court operations. The request for 3 additional substance abuse counselors is critically important for implementing these changes for 4 reasons.

1) The effectiveness of a drug court lies in using the leverage of the court and the support of all drug court team members to engage the chemically dependent defendant in treatment. While meeting with the Judge and drug court team is important, the keystone of any drug court program is the accessibility of drug treatment which is specially designed to meet the needs of the criminal justice defendants. Currently, with the exception of SMART Residential Treatment Program operated by the CSCD, SHORT participants access treatment through DSHS. They undergo a substance abuse assessment via a contracted entity which then refers them to one of many local treatment providers. This creates serious impairments to the overall effectiveness of SHORT. **NPC showed that Drug Courts that have a single coordinating treatment agency had 10 times greater savings, and that drug courts used one or two primary treatment agencies have a 76% reduction in recidivism.** By providing treatment in-house we can adhere to this research.

2) The current method of accessing treatment violates another important drug court requirement. Drug Courts are based on a team approach, which should include a treatment provider who is familiar with the drug court cases attending treatment team meetings and attending court hearings. **NPC found that drug courts where a treatment representative attends court hearing have a 100% greater reduction in recidivism.** By bringing treatment in-house we will have a treatment representative at clinical staffing and present at court hearings.

3) Next, the current assessment process and reliance on DSHS impairs SHORT's effectiveness due to long delays between determining eligibility for the program and entry into treatment. **NPS found that drug courts with swift entry into the program have a 63% greater reduction in recidivism.** By bring treatment in-house treatment will begin immediately upon enrollment.

4) The current treatment makes it nearly impossible to assure that that the treatment actually received adheres to the specific needs of the Drug Court population. Criminal justice programs, such as drug court, should adhere to best-practices for this population. Decades of treatment research shows that traditional substance abuse treatment by itself has very limited impact. A cognitive-based program of sufficient dosage (hours) is necessary to address co-occurring issues, including anti-social thinking, impulsivity, risk-taking, and poor problem solving skills. The treatment protocol should also include a relapse prevention phase. **NPC found that drug courts that included a phase with relapse prevention had over 3 times the saving than those that did not.** In addition, in the event of a relapse, there needs to be an expedient treatment response, which is not possible at this time. Consequently, individuals experiencing relapse do not receive appropriate support. By bring treatment in-house we can design the treatment program in accordance with best-practices, provide training and clinical supervision, and measure fidelity through program audits.

Currently, counselors at the SHORT program provide case-management services. These case-managers meet with clients weekly, broker community referrals, complete court reports, monitor compliance (such a responding to positive UAs) as well as a variety of other functions. **According to NPC these case-managers already carry a case-load larger than recommended.**

By adding 3 counselors that will provide treatment services, we can 1) coordinate treatment services via a single entity, 2) limit treatment to two treatment providers (SHORT = out-patient; SMART = residential), 3) expedite assessment and entry of defendants into treatment, 4) include a treatment representative at team meetings and at court sessions, and 5) most importantly, provide cognitive-based treatment and

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relapse prevention groups. In addition, these counselors can provide individualized intervention on a limited basis, if needed.

Adult Probation currently provides this same level of treatment to DWI Court and Adult probation clients through the Counseling Center Program housed at Pct. 4. There will be shared training opportunities and support of these Drug Court Counselors through the Counseling Center staff. Adult Probation is also collaborating on allocating unused space at Pct. 4 in order for Drug Court to provide in-house treatment. Finally, approximately 10% of the current SMART residents are SHORT Drug Court participants. Intensive residential treatment & supervision will continue to be provided through SMART. Aftercare and case management for SHORT participants that have graduated from SMART would be provided via the 3 new counselors.

Pretrial Services provided the following historical information on the outcome of participants in the SHORT program showing the percent re-arrested within two years, which averaged 48% for this 2 year program period.

	2005	2006	Overall
Completers	32% (27/85)	23% (20/88)	27% (47/173)
Non-Completers	82% (58/71)	59% (57/96)	69% (115/167)
Overall	54% (85/156)	42% (77/184)	48% (162/340)
Comparison Group	50% (70/139)	50% (79/158)	50% (149/297)

Additionally, the projected completion rates for the 2007-10 years, pending final results of the two year re-arrest rate period are 2007 of 50%, 2008 of 54%, 2009 of 51% and 2010 of 48%.

PBO Recommendations & Comments: PBO notes that this program has been under management of Adult Probation/ Pretrial Services (APPS) for a little less than 7 months at the time of this budget request. It is an enhancement of the existing Drug Court program, which is proposed by as a Cognitive Behavior Modification Program CBMP.

PBO is not recommending this program at this time based on the uncertainty related to the Budget Performance Measures and on funding availability.

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Budget Request Performance Measures:

Description	Actual FY 11 Measure	Revised FY 12 Projected Measure	Projected FY 13 Measure at Target Budget Level	Revised FY 13 Measure with Additional Resources
Enrollments in treatment program	NA	NA	150	150
Successful Treatment Completions	NA	NA	75	105
Percent of Successful Treatment Completions	NA	NA	50%	70%

This program is an 18-month program, thus it will be at mid-FY 14 before even initial completion numbers for this program are available and longer to see the final results of the two-year re-arrest rate period.

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**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Drug Court Treatment-Chemical Dependency Counselors	2
Name of Program Area: (Taken directly from applicable PB-3 Form)	Pretrial Drug Court Program	
Fund/Department/Division:	001 / 42 / 20	
Amount of Request:	\$165,614	
Collaborating Departments/Agencies:	Pretrial Services and CSCD	
Contact Information (Name/Phone):	Irma Guerrero 854-3101 Rosie Ramon-Duran 854-7601	

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

In November 2011 the Drug Court Division was transferred from Court Administration to Adult Probation/Pretrial Services with the requirement that the Court be brought into alignment with nationally accepted best-practices as defined by the National Association of Drug Court Professionals. Since then a thorough assessment of the program has been completed. Several initiatives are underway to enhance the program by focusing on the Ten Key Components of Drug Courts, increasing evidence based substance abuse treatment groups, strengthening the role of assessment and expediting participant entry. Having "licensed" Chemical Dependency Counselor positions will allow the program to provide in-house quality treatment placement. This request is for 3 FTE's, Chemical Dependency Counselors PG 16.

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

The Drug Court's mission is to serve all participants by addressing substance misuse and supporting positive change, therefore reducing drug-related crime. An evaluation on SHORT showed that those who completed SHORT had a lower re-arrest rate than those in a comparison group (27% vs., 50%). However, 49% of the SHORT participants did not complete the program. Non-completers spent an average of 13 months in the program and had a re-arrest rate of 69%. Furthermore, over half of their subsequent arrests were for a drug related offense. Thus, there is significant need to improve completion rates and to enhance treatment services for these higher-risk clients.

Evaluation studies consistently show that while offenders are participating in adult drug courts, they are less likely to commit crime, and, consequently, states and localities save money on criminal justice system costs. In November 2011 the Bureau of Justice Assistance released it "Multi-site Drug Court Evaluation" which looked at 29 Drug Courts throughout the US. The report found that Drug courts produced significant reductions in drug relapse. For example, on an 18-month oral fluids drug test, significantly fewer drug court participants tested positive for illegal drugs (29 vs. 46 percent). The study also found that Drug courts produced significant reductions in criminal behavior. Drug court participants were significantly less likely than the comparison group to report committing crimes. In addition, the probability of an official re-arrest over 24 months was reduced (52 vs. 62 percent). Finally, at 18 months, drug court

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By adding 3 counselors that will provide treatment services, we can 1) coordinate treatment services via a single entity, 2) limit treatment to two treatment providers (SHORT = out-patient; SMART = residential), 3) expedite assessment and entry of defendants into treatment, 4) include a treatment representative at team meetings and at court sessions, and 5) most importantly, provide cognitive-based treatment and relapse prevention groups. In addition, these counselors can provide individualized intervention on a limited basis, if needed.

3a. Pros: Describe the arguments in favor of this proposal.

Arguments in Favor of this request:

Currently, Drug Court must rely on a multitude of community-based out-patient treatment (relapse treatment does not exist) providers who have referral agreements with the regional substance abuse referral entity, OSAR. There has been a reduction in funding for treatment services via OSAR with the elimination of general Access to Recovery (ATR) funds. Department of State Health Services (DSHS) funds serve both criminal justice and non-criminal justice populations. OSAR referred clients access community based providers via DSHS and CPS funds. Drug Court clients are in essence competing with other criminal justice clients for DSHS and CPS treatment slots.

~ The proposed treatment model is currently being used with the DWI Court Program and the Adult Probation clients and has been highly successful.

~ This request will enhance the Pretrial Drug Court Program by strengthening the role of assessment, expedite client entry, and offer EBP substance abuse treatment groups.

~ Program will be able to meet the treatment needs of participants by using a standard substance use treatment continuum: Primary out-patient treatment, relapse track and residential treatment @ the Probation Dept. Substance Abuse Treatment facility, SMART. Historically, Drug Court clients have accessed residential treatment at SMART. Both out-patient and Relapse track will be provided in-house by Drug Court.

3b. Cons: Describe the arguments against this proposal.

N/A

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.

The Pretrial Drug Court program will address substance use by providing evidence based substance abuse treatment groups for all participants.

The proposed timeline would be to post and hire the positions as soon as this plan is approved by Commissioners Court. Once hiring and training are completed, the department would monitor the performance measures in Section 6.

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

Monitoring and evaluation strategies will be incorporated into service delivery strategies in order to track and measure the attainment of program goals and program effectiveness.

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
Number of enrollments in treatment program	-	-	150	150
Number of successful treatment completions	-	-	120	120

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:

By funding in-house treatment service delivery, quality and responsive treatment will be provided to participants. The Drug Court’s mission is to serve all participants by addressing substance misuse and supporting positive change, therefore reducing drug-related crime. By providing evidence based substance abuse treatment groups for the high and medium risk Pretrial Drug Court population, participant’s needs shall be addressed and public safety will be enhanced. This will not only have a positive impact on the Drug Court program performance and service levels but will also have a positive impact on the community.

7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.

By not funding this request the Pretrial Drug Court participants will be directly impacted by not having access to quality treatment which will help support them in their recovery and lessen their likelihood of relapsing and recidivating. Participants will continue to be placed on a 3-month waiting list and will be unable to begin their much-needed treatment. These delays in treatment likely contribute to the excessive non-completion rate. This will also have a direct impact on our community and would compromise public safety. It will also substantially interfere with other needed changes in drug court. For example, the SHORT Court currently holds status hearings twice a week as a way to compensate for the lack of treatment resources. We cannot follow NPC’s recommendation to reduce the number of status dockets until we are confident that treatment will, in fact, be available.

8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.

Current SHORT counselors provide case-management services for approximately 250 active clients as well as monitor compliance with court directives. The May 2010 NPC evaluation of SHORT recommended that these case-loads be reduced. Thus, it will be difficult to also provide treatment with existing counselors without substantially reducing the number served.

9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).

N/A

10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.

Adult Probation currently provides this same level of treatment to DWI Court and Adult probation clients through the Counseling Center Program housed Pct. 4. There will be shared training opportunities and support of these Drug Court Counselors through the Counseling Center staff. Adult Probation is also collaborating on allocating unused space at Pct. 4 in order for Drug Court to provide in house treatment. Finally, approximately 10% of the current SMART residents are SHORT Drug Court participants. Intensive residential treatment & supervision will continue to be provided through SMART. Aftercare and case management for SHORT participants that have graduated from SMART would be provided via the 3 new counselors.

11. If requesting a new position(s), is office space currently available? Y/N Y
If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:

Building Address	2201 Post Rd. and 4011 McKinney Falls Parkway	Floor #	1st
Suite/Office #		Workstation #	

12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).

N/A

12b. Does the requested item meet the definition of an improvement? If so, how (e.g.: higher quality material, increase in efficiency and/or capacity)

Yes, overall there is improvement within the program. Research on drug courts show that the effectiveness of drug courts depends on the accessibility of sound treatment. The needs of the Pretrial Drug Court participants will be improved by matching participant's treatment dosage which is cognitive-based. The department will have better control to ensure quality treatment by providing it in-house and participants will have shorter wait times to access substance abuse treatment and rehabilitation services.

RECORDS MANAGEMENT

BUDGET HEARING

BACK-UP

AUGUST 8, 2012

ITEMS TO BE DISCUSSED BY RECORDS MANAGEMENT AND COMMUNICATION RESOURCES

- Law Library Personnel
- Law Books and Online For Court
- Reallocation of Court Related FTE from Law Library Fund
- Reallocation of costs for Information Booth Supervisor
- Media Producer/Administrative Associate

FY 2013 PRELIMINARY BUDGET

Department (57) Records Management and Communication Resources– General Fund

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
FY 13 Target Budget Submission	\$4,705,451	\$ -	\$4,705,451	\$ -	\$ 4,705,451	27.63	The department submitted its budget at target. PBO concurs.	-
<i>PBO Changes/Internal Reallocations</i>								
Increase to annualize the FY 12 MSS.	19,836		19,836					
Benefit Increases	20,692		20,692					
Copier Increase	6,000		6,000				Budget cost of maintenance on copier in the County Auditor's Office	
Shift of staff from Fund 030 to General Fund to balance against revenue	15,092		15,092			0.1		
<i>Recommended Requests</i>								
Law Books and Online for Courts	104,497		104,497	-	104,497		PBO recommends the purchase of law books and online costs for the District Courts.	6
Law Library One-time expenses.			-	\$ 13,132	13,132		Costs for 4 additional computers. Other costs of this request absorbed in the Law Library Fund due to the approval of the above item.	6
700 Lavaca Automation			-	-	-		Request withdrawn, funds approved by Court in FY 2012.	12

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
700 Lavaca Multipurpose Room			-	50,000	50,000		Original request was \$100,000, remaining \$50,000 recommended.	12
Field Camcorders and Accessories			-	48,000	48,000		PBO recommends replacement of three camcorders.	12
Serial Digital Interface Cards			-	6,400	6,400		PBO recommends replacement four cards requested in FY 2013.	12
Information Booth Call Center	\$ 45,436	\$ 1,311	\$ 46,747	\$ 3,683	\$ 50,430	1.00	Current hold times are excessive. Please see analysis on page 15.	15
Postage			-	-	-		Department requests \$20,000 and earmark for \$60,000. PBO recommends approval of the earmark and if needed an increased appropriation in FY 2014.	N/A
Replacement Scanner		-	-	28,000	28,000		PBO recommends approval of a scanner for engineering plans.	18

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
Consolidation of Toner Expense			-	-	-		No Costs associated with this request for FY 13, PBO recommends that RMCR pursue this pilot program. Please see page 21.	21
<i>Recommended Reductions</i>								
None								
Total FY 13 Preliminary Budget	\$4,917,004	\$ 1,311	\$4,918,315	\$ 149,215	\$ 5,067,530	28.73		
PBO Recommended Increase/Decrease	211,553	1,311	212,864	149,215	362,079	1.10		

BUDGET REQUESTS NOT RECOMMENDED FOR FUNDING

001 General Fund

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
Law Library Personnel	\$ 171,873		\$ 171,873	\$ 3,683	\$ 175,556	2.25	Please see the analysis on page 6 for more information regarding this request.	6
Law Library Books and online for Courts	\$ 15,157		\$ 15,157		\$ 15,157		Cost for on-line research tools for County Courts at law. (Current funding is part of Law Library Fund.)	6
Reallocation of Court-FTE from Law Library Fund to the General Fund	\$ 47,289		\$ 47,289		\$ 47,289		Please see the analysis on page 6 for more information regarding this request.	6
Digital Video Editor			\$ -	\$ 18,000	\$ 18,000		Recommend replacement in FY 2014.	12

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
Media Producer/ Administrative Associate	\$ 53,627		\$ 53,627	\$ -	\$ 53,627	1.00	New FTE request. Does not meet criteria.	12
Field Camcorders and Accessories			\$ -	\$ 32,000	\$ 32,000		Recommend replacement of two camcorders in FY 2014.	12
Serial Digital Interface Cards			\$ -	\$ 3,200	\$ 3,200		PBO recommends replacement of remaining two of four in FY 2013	12
Teleprompter			\$ -	\$ 13,000	\$ 13,000		Recommend replacement in FY 2014.	12
Postage	\$ 20,000		\$ 20,000	\$ -	\$ 20,000		Due to a rate increase, the department requests an additional appropriation of \$20,000 and earmark for \$60,000. PBO recommends approval of the earmark and if needed an increased appropriation in FY 2014.	N/A
Evaluate Slot 4 job Classification	N/A		N/A		N/A		Department requests evaluation of a position by HRMD. PBO recommends that any increases associated with ad hoc reclassifications be absorbed within departmental budget targets.	N/A
Info Booth Maps		\$ 1,360	\$ 1,360		\$ 1,360		PBO recommends costs be absorbed within the departmental Budget Target.	15
Info Booth On- going Costs	\$ 939		\$ 939		\$ 939		PBO recommends costs be absorbed within the departmental Budget Target.	15
Replacement Scanner		\$ -	\$ -	\$ 90,000	\$ 90,000		PBO recommends deferring the purchase of a scanner for old oversized Clerk records	18
Disaster Library reconciliation.		\$ 31,161	\$ 31,161		\$ 31,161		PBO does not recommend approval. Please see analysis on page 18.	18
Disaster Library protective Covers			\$ -	\$ 32,000	\$ 32,000		PBO does not recommend approval. Please see analysis on page 18.	18

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Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
History Day Supplies		\$ 11,471	\$ 11,471		\$ 11,471		PBO does not recommend approval. Please see analysis on page 23.	23
Archivist Storage supplies		\$ 4,171	\$ 4,171		\$ 4,171		PBO does not recommend approval. Please see analysis on page 23.	23
Archivist Professional Development	\$ 873		\$ 873		\$ 873		PBO does not recommend approval. Please see analysis on page 23.	23
Total	\$ 309,758	\$ 48,163	\$ 357,921	\$ 191,883	\$ 549,804	3.25		

Budget and Programmatic Issue Analysis

The FY 13 Preliminary Budget General Fund total for Records Management is \$4,897,223 which is \$259,816 less than the Adopted FY 2012 Budget.

The FY 2013 departmental budget target was reduced by the removal of \$385,000 associated with FY 2012 one-time postage increases for redistricting and voter registration mailings. Also \$77,328 associated with FY 2012 one-time costs to purchase law books for the Courts.

These reductions were offset by:

- \$10,740 that was added to increase health insurance costs to the per capita average.
- \$20,692 was added to fund an increase in the cost of health insurance and retirement benefits.
- Also \$19,836 was added to annualize the costs associated with the FY 2012 Market Salary Survey.
- PBO is recommending \$104,497 in increases to the Law Library General Fund Budget to fund the FY 2013 law books for the Court and to pay for the online access to legal research tools for the District Courts. (See page 6 for more information.)
- \$46,747 and 1 FTE is recommended to address excessive hold times at the Court information Booth. (See page 16 for more information.)

Performance measures overall for the department generally reflects an incremental workload increase. Please see Appendix I for a more complete discussion of performance measures and departmental information.

FY 2013 PRELIMINARY BUDGET

Records Management and Communication Resources (57) – Law Library Fund (011)

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
FY 13 Target Budget Submission	\$ 850,103	\$ -	\$ 850,103	\$ -	\$ 850,103	7.85	PBO recommends approval as submitted.	
<i>PBO Changes</i>								
Increase to annualize MSS	21,312		21,312	-	21,312	0.00	Reduced fund operating line item to accommodate resources available according to Auditor's revenue estimate.	
Benefit Changes	7,321	-	7,321	-	7,321	0.00	Reduced fund operating line item to accommodate resources available according to Auditor's revenue estimate.	
3rd Revenue Estimate	-	84,659	84,659	-	84,659	0.00	Establish reserve to balance fund.	
<i>Recommended Requests</i>								
Transfer cost for online research tools	(36,065)	-	(36,065)	-	(36,065)	0.00	Move costs associated with online research tools for the Civil Courts to the General Fund	3
Law Library One-Time Expense	-	10,662	10,662	-	10,662	0.00	Costs for furniture to support 4 additional computers. Also funds for staff professional continuing education.	3
<i>Recommended Reductions</i>								
None	-	-	-	-	-	0.00	Will be managed by adjusting fund allocated reserve amount.	
Total FY 13 Preliminary Budget	\$ 842,671	\$ 95,321	\$ 937,992	\$ -	\$ 937,992	7.85	Tied to County Auditor's Third Revenue Estimate.	
PBO Recommended Increase/Decrease	(7,432)	95,321	87,889	-	87,889	0.00	Budget will be adjusted based on upcoming revenue estimates.	

BUDGET REQUESTS NOT RECOMMENDED FOR FUNDING

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
Law Library Staff	171,873	-	171,873	3,683	175,556	2.25	Please see PBO analysis on Page 3.	3
Total	\$ 171,873	\$ -	\$ 171,873	\$ 3,683	\$ 175,556			

Please note: The Law Library Fund does not have sufficient resources to support this request without a transfer from the General Fund.

Budget and Programmatic Issue Analysis

The 3rd Revenue Estimate has established the total FY 13 resources for this fund at \$937,992. The office submitted its budget at \$850,103, which included a .1 FTE increase of the Director's salary being moved from Fund 030 to the Law Library Fund. Funding changes for the special revenue fund from FY 2013 include: \$21,312 to annualize the costs of the FY 2012 market salary results; \$7,321 in benefit increases to health and retirement; \$10,662 in one time expenses to add 4 computers to the operation of the Law Library. PBO also recommends moving the expense associated with the on-line research tools for the Civil Courts from the Law Library Fund to the General Fund. This reduced the on-going commitment of funds by \$36,065. Finally, PBO recommends the establishment of a reserve of \$84,659 to balance the fund against available revenue.

See the department's General Fund write up for additional budgetary/programmatic issues.

7

FY13 Budget Brief

Law Library

Problem

The largest challenge faced by the Travis County Law Library is serving the increased number patrons. Over 73,000 patrons interacted with the Law Library last year. This represented an 11.5 percent increase over FY10. Growth in the number of patrons who visit or call the Library brings the challenge of adequately staffing to meet patron needs.

The last FTE added by the Law Library was a .5 bilingual reference attorney in 2008. Since then, patron interactions with the Law Library grew by over 21,800 without an increase in staff.

Effect

- Patrons must wait a month or more for an appointment with a reference attorney.
- Reference staff exhausted by the strain of serving so many self-represented litigant patrons.
- Often the reference desk lacks a Spanish-speaking librarian.
- Translations of forms into Spanish lags by a month or more.

Solution:

The Law Library took several steps to mitigate the problem of insufficient staffing in 2012. Mitigation steps including hiring bilingual temp staff, volunteers, and consolidation of services. Although these efforts helped, the most effective solution is to increase staff.

Budget Recommendation: Additional FTEs

Reference Attorney	
.25 FTE (+ 10 hours to existing slot)	\$19,110
Law Librarian (bilingual)	
1 FTE, pay grade 17, new slot	\$56,035
Law Library supervisor	
.5 FTE, pay grade 20, new slot	\$37,597
1.75 FTE	Total: = \$ 112,742

Budget Recommendation: Reallocation to the General Fund:

Criminal Courts Online Database Access	\$15,157
.20 FTE Information Booth supervisor	\$14,514
.5 docket Attorney	\$47,289
.70 FTE	Total: = \$ 90,190

NOTES

...

Library FTEs	
FY06	6.35
FY07	7.35
FY08	7.85
FY09	7.85
FY10	7.85
F11	7.75
FY12	7.75
FY13	
(request)	9.5

- The Law Library fund is a dedicated fund supported by \$35 civil filing fees.
- Until FY11 the Law Library fund was considered to be "healthy."
- Revenue (civil filing fees) has decreased.
- The Law Library fund doesn't have sufficient resources to meet the demands placed on it.
- The Law Library trimmed expenses in FY11 and 12
- The beginning fund balance for FY12 was \$62,291
- The beginning fund balance (3rd revenue estimate) is expected to be \$78,826.
- Until FY12 the Law Library fund paid for court and department law books and online database access.
- Law Library spending on temp salaries will be \$13,900 in FY12.

Travis County Commissioners Court Agenda Request



Meeting Date: August 7, 2012

Prepared By/Phone Number: Lisa Rush, Law Library, 854-9290

Elected/Appointed Official/Dept. Head: Steven Broberg, Director of RMCR *S. Bro.*

Commissioners Court Sponsor: Admin Ops Subcommittee – Judge Samuel T. Biscoe and Commissioner Margaret Gomez

AGENDA LANGUAGE:

- A. Consider and take appropriate action on the Law Library's request to make permanent the consolidation of its Granger and Courthouse operations.
- B. Receive briefing and take appropriate action on Law Library's 2012 Operational Report and FY13 budget presentation

BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:

Please see attached documentation titled:

- A. "Brief Report: Consolidation of Granger Law Library and Courthouse Self-Help Center."
- B. "Travis County Law Library 2012 Operational Report"

STAFF RECOMMENDATIONS:

- A. Staff recommends that the Law Library consolidation be made permanent.
- B. Staff recommends that the briefing on 2012 Operational Report and FY13 budget presentation be received.

ISSUES AND OPPORTUNITIES:

Please see attached documentation titled:

- A. "Brief Report: Consolidation of Granger Law Library and Courthouse Self-Help Center."
- B. "Travis County Law Library 2012 Operational Report"

FISCAL IMPACT AND SOURCE OF FUNDING:

Please see attached documentation titled:

- A. "Brief Report: Consolidation of Granger Law Library and Courthouse Self-Help Center."
- B. "Travis County Law Library 2012 Operational Report"

REQUIRED AUTHORIZATIONS: Admin Ops Subcommittee

Brief Report: Consolidation of the Law Library and Courthouse Self-Help Center

Follow-Up to: Tuesday, November 22, 2011 Court Session, Item #30

Background/Summary

In December 2011 the Law Library initiated a six-month test of consolidating its two locations. The self-represented litigant services were moved from the smaller Courthouse Self-Help Center (SHC) and merged with the Granger Law Library.

The Law Library requested the consolidation for the following reasons and achieved these results:

Reasons for Consolidation

At 525 square feet, room 118 was over-crowded.

There was not enough room to fully serve the patrons.

It was difficult to staff two locations. The Law Library used Granger staff, temporary staff, and Information Booth staff to compensate. Staff suffered stress related to the number of patrons, the hurried nature of serving the patrons in such a limited space, and the noise.

Results After Consolidation

At 3,650 square feet there is more room for the patrons to work in the Granger Law Library.

Rather than leaving immediately with forms, patrons fill out their forms at the tables, giving librarians more opportunities to help them.

Scheduling staffing for the full business hours is easier now though the workload has not declined. Staff provides more assistance to each patron because patrons now remain in the library to work at the tables and computers. Staff still suffers from workload-related stress.

Staff Recommendations:

The Law Library would like to keep its operations consolidated in the Granger Building. Staff recommends that the consolidation of the Courthouse Self-Help Center with the Granger Law Library be made permanent.

Issues and Opportunities:

Consolidating the Self-Help Center into the Granger Law Library was successful in that we have more room in Granger for self-represented litigant patrons to fill out their paperwork prior to filing in court. Co-locating the staff means that the librarians can give them more assistance.

However, two new issues have emerged:

1. Self-represented litigant patrons who once would have visited the courthouse Self-Help Center to just pick up forms and leave, now remain in Granger to fill out the forms. The patrons work at the tables or use the automated forms applications on the public access computers. This is positive since it means the patrons can get more help from the librarians – one of the goals of the consolidation. The downside is that the Granger Law Library becomes crowded and noisy during parts of the day.
2. The second issue is that the attorneys who visited the Granger Law Library before the consolidation are not coming as often nor staying as long, possibly because it is noisier and the work tables are frequently occupied. The Law Library would like to find a way to bring the attorney patrons back and believes that creating an attorney-client meeting and mediation room in one of the offices that will be vacated by Media Services in August could help. Noise could be reduced if we could create a waiting area for the children and family members of self-represented litigant patrons.

After discussion of space needs with Facilities Management, their recommendation was that the Library expand into the space vacated by Records Management and Media Services. The Law Library agreed that this would be a good solution to the Library's space constraints.

By expanding into the vacated space, the Law Library will be able to provide waiting areas for the families, more table space for patrons, and mediation rooms for attorneys. The vacated space is enough to meet the Law Library's needs through 2018 per the Facilities Management master space plan.

Fiscal Impact

The consolidation should save \$6,500 per year as the duplicate materials in the Self-Help Center will no longer be needed.

Travis County

Law Library Operational Report 2012

With Projections for the Next Five Years

7/30/2012

Law Library Operational Report 2012

- What the Law Library Does 2
- Law Library Services..... 3
- Program History 8
- Revenue & Expenditure History 10
- Law Library Structure 12
- State of the Law Library: Issues and Opportunities 13
- State of the Law Library: Challenges 14
- Conclusion 16
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Introduction – What the Law Library Does

The Travis County Law Library provides legal information to the courts, the legal community, and to the litigants of Travis County.

A legal community that has access to the legal research and tools can more effectively provide the information to the courts. This is particularly important in indigent defense cases in which the appointed attorney may only have access to legal research databases because of the Law Library.

Some litigants, called “Self-Represented Litigants” (SRLs) interact with the courts without the help of an attorney. When they do, it is the job of the Law Library’s **Reference** Division to ensure that they have equal access to the forms, statutes and case law they need.

The **Technical Services** division, responsible for centralized budgeting, databases contracts, and book processing, ensures that judges receive their law books and can access online legal research databases they need. The division also supervises the Information Booth in the Heman Marion Sweatt Civil Courthouse.

The Library is often the self-represented litigant’s first point of contact with the courts. Informed, prepared litigants benefit courthouse efficiency and improve access to justice. In its ten-year history the **Self-Help Services** program has helped 30,000 litigants to complete their case through an uncontested process – saving court time that might otherwise be spent correcting errors, holding unneeded hearings, and clearing up confusion.

Lastly, the Law Library is a *connector* in the community. The Law Library connects its patrons to services (not just legal aid services) and to the courts.



Forms = Access to the Courts

Forms are mentioned throughout this report because forms are among the most important tools provided by the Law Library.

Without forms, the litigant has little chance of presenting his or her civil case to the judge. Because so few reliable, substantively correct legal forms are drafted and sold specifically for self-represented litigant use, the Law Library reference attorneys created the forms needed for the Self-Help Services program. Over the past 10 years, these forms have become very important to litigants and county law libraries in Texas.

With the help of a grant in 2005-2006, the forms were expanded from just name change and divorce forms to occupational license and modification of child support forms and more. The Law Library publishes the forms on www.TexasLawHelp.org, a website maintained by Texas Legal Services Center (TLSC). TLSC reports that 62 % of the SRLs who download the forms earn less than \$26,000 per year.

In 2011 the forms were adopted as the model for the Supreme Court of Texas’ standardized forms initiative.

Law Library Services

Reference

The Law Library reference staff members assist library visitors by listening carefully to their questions and then providing information about their legal issues in print or online.

When attorneys need librarian help, it is most often with searching the legal research databases or with particularly difficult research questions. Librarians email cases and statutes to attorneys upon request.

Non-attorney litigants are called "self-represented litigants" (SRLs). Librarians help self-represented litigant (SRL) patrons understand in general terms how their issues are handled by the court. Often SRLs need both information and legal advice. Librarians refer SRLs to local bar lawyer referral service and to the legal aid clinics for legal advice.

"Helping patrons understand general legal procedure often helps them understand their legal issues. If patrons leave the library without resolving their issue, they still leave better informed about their issue, the courts, and what attorneys can do."

- Judy Helms, Reference Supervisor

Projection: Reference Services in 2018

In another five years Law Library will still be *the* source of legal information and forms, and its role as referral source to community resources will have expanded.

The reference librarians will continue to inform patrons about the court system but will do so with more tools. Patrons will receive information via video, in-person workshops, social media such as chat, etc. The Law Library will work to expand its information kits to include housing and consumer law and civil procedure for self-represented litigants. Reference librarians will still give patrons paper forms if they want them but will steer these patrons toward online legal forms automation programs on the patron access computers. The programs will ask patrons question and generate legal forms based on their answers.

For attorneys, the Law Library will continue to serve as a source of books but will increase access to electronic resources. Attorneys will be able to reserve mediation and conference rooms. Solo practitioners will refer their limited scope clients to the Law library to retrieve forms that the attorney will then review.

Library staff will need to develop new skill sets. A survey of other county law libraries showed that the Travis County Law Library could improve on some services, particularly those that require communication by chat or social media.

Our reference staff have
73 years of experience

Josie Arjona – 24 years



Geri Krohn – 24 Years



Judy Helms – 12 Years



Delores Harris – 12 Years



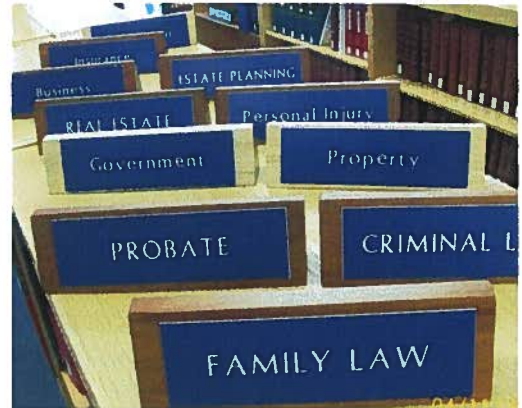
Sindy Torres – 1 Year

Law Library Services -- continued

Technical Services & the Information Booth

The major duties of the Technical Services staff are to:

- maintain the public access computers,
- help patrons to use the computers,
- keep the library and judges' print collections current,
- manage the online database access for the library and the courts,
- order and pay for print and online materials for the library and the court,
- maintain the library's web page, and
- provide back-up to the reference desk.



Courthouse Information Booth

The Technical Services supervisor, Melinda Ledesma, also supervises the Information Booth in the Heman Marion Sweatt Civil Courthouse. The Information Booth provides notary services and accurate directional information to visitors and callers.

The Information Booth function was transferred to the Library on October 1, 2006. The library developed reference aids and directional and information guides to give faster responses to routine visitor questions.

Staff salaries, except for the supervisor, are funded from the General Fund, not the Law Library fund.

Projection: Technical Services in 2018

Over the last few years the Law Library reduced the print collection to mostly statutes and forms books. The Library supplemented the collection with robust online legal research databases. The content of the collection is unlikely to change except for the possible addition more online federal materials. If the Law Library is relocated to a new civil court house built next to the new federal courthouse, the Library will be the closest library to the federal courts.

The Law Library's patron access computers are used daily for legal research and other applications. The Law Library will expand patron access to technology by adding scanners and additional computers.

Over the next few years, patrons will use the public access computers to complete automated forms, watch how-to videos, and eFile court documents. Technical Services will provide patrons instruction on how to eFile. (Efilng is mandatory for attorneys in most civil cases but self-represented litigants can complete forms by hand on paper. At some point, SRLs will be required to eFile also.)

Technical Services publishes the Library webpage and the family law forms content on www.TexasLawHelp.org. The staff will automate the most frequently requested forms so that patrons can complete the forms online using a question-and-answer format that includes audio and video help.

Law Library Services -- continued

Self-Help Services

The Law Library's Self-Help Services began with a major goal: to help unrepresented litigants get *enforceable* court orders.

Child support orders demonstrate why correct, enforceable court orders are important. When a support order is drafted correctly, the judge spends less time reviewing the order. The employer receives the correct documentation needed to withhold support from the paying parent's income. The agencies that enforce child support orders can do so. The children are more likely to receive support. The litigant does not need to return to court for corrections. This results in a significant time savings for all parties.

It starts with a reference interview –

The reference attorneys created instruction kits that include forms to address the most common requests. When a SRL contacts the Self-Help Center -- either in person or by phone -- a law librarian conducts a reference interview to determine the SRL's issue. If the issue is one for which we have prepared kits, the law librarian then provides the forms and instructions. Otherwise the librarian refers the patron to legal aid, lawyer referral or other social service; or helps the SRLs conduct their own legal research using the Library's collection.

Reference Attorney Appointments

If the SRL has an uncontested family law case, either agreed or default, a librarian schedules an appointment for the SRL with an on-staff reference attorney. Before the appointment, each SRL must complete and sign an intake form. By signing the intake form the SRL acknowledges that the reference attorney cannot give legal advice and no attorney client relationship is created.

At the appointment, the reference attorney helps the SRL complete family law forms and explains the steps to complete the case. If the SRL needs legal advice or representation, the reference attorney refers them to a lawyer referral service or legal aid office. The reference attorney refers the SRL if it is determined that the case is contested or if the SRL has resources or issues that complicate the case beyond our ability to assist. For example, divorcing SRLs who need real estate documents drafted or need to divide retirement plans are referred to a lawyer referral service.

Reference attorney appointments, available in both English and Spanish, last between 20 and 60 minutes, depending upon if children are involved in the case. **There is generally a month wait for an appointment.** The Library decreased the wait to 8 days this summer by hiring a temp reference attorney to work 10 hours a week.

29,9502 =
Patrons helped directly by
the reference attorneys since
2002.

29 % in appointments
71 % at Uncontested Docket



Reference Attorney at Uncontested Docket

In addition to appointments, a reference attorney attends the Civil District Courts' twice daily uncontested docket. At docket, the reference attorney reviews the court file, pleadings, and proposed orders of all self-represented family law litigants.

If the SRL is ready to present their case to the judge, the reference attorney attaches a checklist to the paperwork so the judge can quickly see that all procedural requirements have been met. The reference attorney also make notes at the bottom of the checklist regarding the substance of the proposed orders such as who is being awarded custody, type of visitation, the amount of child support and who's ordered to provide health insurance. The judge then looks at the checklist, the SRL reads the testimony provided by the reference attorney and the judge signs the orders.

It usually takes the judge only about 2-3 few minutes to complete each case. **If the Reference attorney were not at docket, the judge would spend 10 minutes or more to complete each case.**

SRLs do not approach the bench unless the reference attorneys determine that they are ready. If the SRL is not ready because they need legal advice and/or representation, the reference attorney refers the SRL to legal aid or the local lawyer referral service. If the SRL has not completed all procedural steps, the reference attorney explains what procedural steps still need to be completed and how to complete them. If the SRL simply needs help completing additional paperwork, the attorney helps the SRL complete the paperwork right then in court, time permitting, or asks the SRL to make an appointment with the reference attorney to finish filling out the paper work.

Language Access

The Law Library began providing bilingual reference attorney appointments and forms in 2006. It has become increasingly difficult to meet the demand for bilingual services. In addition, there is generally a months-long delay between an update of an English form and the translation of that form into Spanish.

To address these gaps, the Law Library converted half of a supervisory position into a half-time bilingual paralegal/interpreter position in 2011. However, due to demand for bilingual reference services, the paralegal was assigned to the reference desk. For the FY13 budget, the Law Library is requesting a full-time bilingual librarian.

NATIONAL Influences

Due Process for Self-Represented Litigants Addressed by SCOTUS

United States Supreme Court issued an opinion about due process for the self-represented litigants on June 20, 2011 and, for the first time in 25 years, addressed what courts must do to ensure that SRLs are given access to justice.

The implications for *Turner v. Rogers* are being studied nation-wide but the Nation Center for State Courts' publication *Future Trend 2012* emphasized two important points:

1. "The Supreme Court explicitly approved – indeed in some cases required the use of forms in self-represented litigant cases, thereby putting to final rest any claim of their inappropriateness."
2. "The Court reached out to endorse the concept of neutral court staff providing assistance to litigants."

Source: "Turner v. Rogers: Improving Due Process for the Self-Represented" *Future Trends in State Courts 2012*, National Center for State Courts.

DOJ Issues Guidance Letter Regarding State Court's Obligation to Provide Language Access.

On August 17, 2010, the Justice Department clarified the obligations of courts to provide interpretation and translation services to those with Limited English Proficiency (LEP).

The letter explains require courts receiving federal financial assistance to provide meaningful access to all civil, criminal or administrative hearings, at no charge to LEP individuals.

The Travis County Civil Court's LEP plan became the model recommended by the Office of Court Administration.

Source: Department of Justice Office of Public Affairs, August 17, 2010. www.justice.gov/opa/pr/2010/August/10-crt-930.html

Law Library Services -- continued

Projection: Self-Help Services in 2018

Over the last few budgets, the Law Library shifted the application of its resources away from an attorney-centric books and online collection to SRL-centric services and forms development. This shift in resources and continued transition towards self-help will continue.

The Law Library's self-help program covers self-represented litigant information needs well if the issue is *uncontested* (agreed) and *family law*. But if the issue is contested or something other than family law (such as eviction), there are fewer information kits to help them. The Library plans to expand its how-to information kits to include more about housing issues and videos on civil procedures in contested cases.

The number of self-represented litigants is expected to increase dramatically. The American Bar Association (ABA) released a July 2012 report on the delivery of legal services. In it, the ABA stressed that self-represented interactions with the courts is now a nation-wide phenomenon.

The report, entitled "ABA Standing Committee on Delivery of Legal Services Report to the House of Delegates," stated that, nationwide, between 60 and 90 percent of family law cases involved at least one self-represented party. Some states reported SRLs in as many as 97 percent of eviction cases. The Law Library understands that this trend is still developing in Travis County.

Though the Law Library is dedicated to providing legal information to self-represented litigants, we know that patrons would benefit most from legal advice – which the library cannot give. Other county law libraries have reported success with having volunteer "attorneys for the day" in the library to give advice on contested matters.

The ABA recommends limited scope representation by attorneys as a means to representation to litigants of modest means. Attorneys who used the limited scope business model charge an hourly rate or a flat fee for a specific service (such as review forms or a consultation) instead of collecting a retainer to work on the entire case. "When lawyers provide a limited scope representation, or 'unbundle' their services, they facilitate greater access to competent legal services."

It will be helpful for the Law Library to partner with the local bar association to facilitate the limited scope business model. By doing so, we may serve both the attorneys and the self-represented litigants – and the courts will receive more attorney-reviewed orders in contested matters.

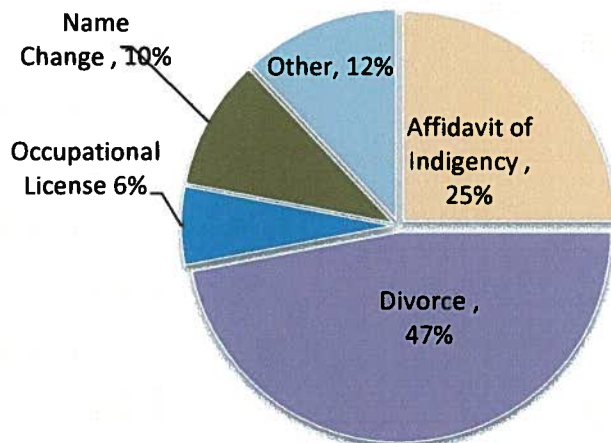


Figure 1 Most Requested Information Kits



Smart Phones + Smart Codes = Video Answers to Legal Information Questions

Some 55% of Americans access the Internet on their cell phones. Pew Research reports that low-income Americans are more likely to access the Internet through cell phones than on personal computers.

The Law Library partnered with Media Services to create short informational videos about getting an Occupational Driver's License and changing a name.

SRLs can see both videos by clicking on the printed smart codes at the Information Booth or Reference Desk or at www.TravisCountyLawLibrary.org

Technical Services staff will have responsibility for automating the Law Library's forms, starting with the most frequently requested forms. (See pie chart at left.)

Instead of filling forms out by hand – and crossing out unneeded sentences – patrons answer questions and the software generates the form based on the answers. Patrons who have used a popular tax form preparation software will understand quickly how the legal forms automation software can help them.

Program History

1983 – 1998

The Travis County Law Library was established in 1983 to provide legal information to the residents of Travis County. Funding for the Library came from a mix of the County Law Library filing fee and the General Fund. The Law Library consisted of a Courthouse branch used primarily by the public and a Granger Building branch used primarily by the county and district attorneys and the judges who officed in Granger. Between 1983 and 1995 the Law Library was part of the General Services Department. After a re-organization in administrative departments, it became part of the Records Management and Communication Resources Department (RMCR) in 1995.

1998-1999

For the first 15 years, almost all of the Library's patrons were attorneys or judges. Few patrons were non-attorneys representing themselves in court. In the late 1990s self-represented litigants began asking the Law Library for forms and procedural information. As SRL patrons began to make up a greater percentage of the Law Library's patronage, the Law Library began searching for ways to provide legal information in the formats non-attorney patrons needed.

At the same time, an increasing number of SRLs began appearing at the court's daily uncontested dockets. This caused considerable delay and frustration for Travis County's civil district judges. The judges were concerned about the enforceability of orders presented by SRLs.

2000

To address the issues of enforceability of SRL child support orders and the inefficiencies uninformed litigants added to the court process, the civil district judges created a Pro Se Committee in 2000. The committee developed a plan to create plain-language family law forms for SRLs that the Law Library could give to patrons.

The committee later developed a plan to have a reference attorney in the Law Library and at the courts daily uncontested dockets.

2001

In fall of 2001, the Travis County Commissioners Court approved the law library staff addition of a half-time reference attorney and a half-time temporary reference attorney. The reference attorneys were authorized to help SRLs fill out forms in uncontested family law cases. The reference attorneys assisted patrons on a first-come-first served basis in the courthouse.

2002-2004

The Granger 4th floor library moved to the first floor in 2002.

In the courthouse library, so many patrons waited for hours to meet with the reference attorneys that the appointment system was created. On March 2, 2002, the reference attorney program was formalized and, in addition to facilitating at docket and creating forms, reference attorneys began meeting with SRLs in appointments in the Granger Law Library. The Law Library considers this to be the beginning of the "Self-Help Program."

The legal forms created by the reference attorneys were published on the web. Other county law libraries began referring their patrons to the Travis County forms. In 2004 the Law Library was asked to join the forms committee of Texas Supreme Courts Access to Justice Commission. The Law Library continues to serve on various Access to Justice committees.

2005

In 2005 the Law Library was awarded a \$316,114 grant to create bilingual, easy-to-read forms for self-represented litigants for use that could be used state-wide. The forms were published to www.TexasLawHelp.org, a website managed by the Texas Legal Services Center. The Law Library continues to update these forms. The forms are used all over Texas.

Also in 2005, the large courthouse fourth floor library was closed. Its collection was added to that of the Granger Law Library, which was expanded. A small library branch in room 118 of the courthouse was created.

The new courthouse branch was too small to serve as a library and was converted into a Self-Help Center. The reference attorneys began meeting appointments in the Self-Help Center. Librarians provided information, forms, and access to computers and copiers. Attorneys used the Self-Help Center during trial as a business center but went to the Granger Law Library for research.

2006 - 2011

The Information Booth function was transferred to the Law Library on October 1, 2006.

The Law Library added free mediation services for family law patrons through a partnership with the Alternative Dispute Resolution Center.

The Self-Help Center remained in room 118 on the first floor of the Courthouse for five years. During this time, over 250,000 patrons visited the Self-Help Center. Space in room 118 became too small to hold the patrons or enough staff to serve them. In December 2011, the Self-Help Center program and staff were relocated back to the Granger Law Library.

In 2011 the Texas Supreme Court selected the Law Library to serve on its Task Force for state-wide uniform legal forms. The Travis County Law Library's forms served as the model for the proposed uniform forms.

In January 2012 the family section of the Texas Bar Association asked the Supreme Court of Texas (SCOT) to disband the Task Force on Uniform Forms and to discontinue trying to promulgate standard forms for self-represented litigants. The SCOT refused and the work of the Task Force continues.

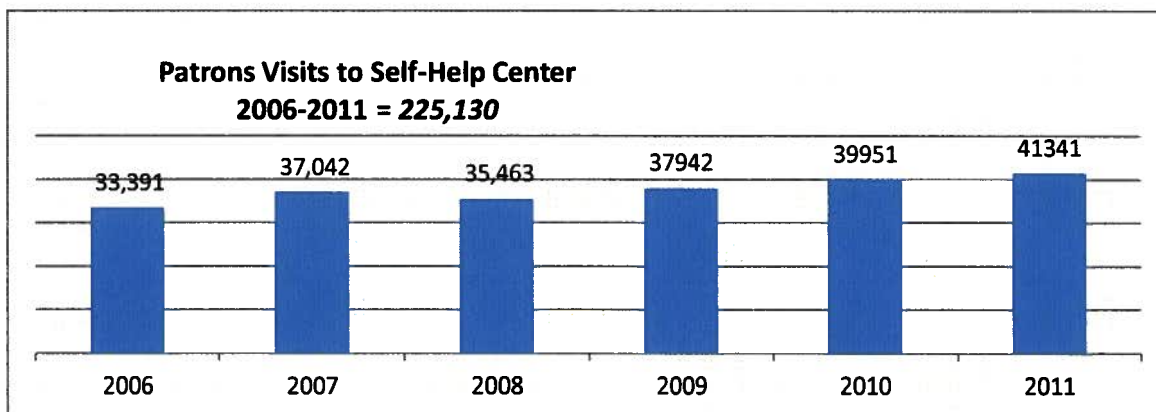
2012

Until the consolidation of the Self-Help Center into the Granger Law Library, the Granger branch was a quiet library used primarily by attorneys doing legal research and as a location to office the administrative side of the library.

After the Self-Help Center was moved back to the Granger, the Library became busier, louder, and crowded. SRL patrons often need to take time off work to visit the library and so stay at the library to take care of as much of their issue as they can. They bring their families, including children. Some attorneys, mostly solo practitioners, stopped coming to the Granger Law Library, probably because of the noise and crowd.

After we informed them of our space needs, Facilities Management recommended that the Library expand into the space vacated by Records Management and Media Services. The Law Library agreed that this would be a good solution to the Library's space constraints.

By expanding into the vacated space, the Law Library will be able to provide waiting areas for the families, more table space for patrons, and mediation rooms for attorneys.



Revenue & Expenditure History

FY83 – FY99

The Travis County Law Library was established in 1983 to provide legal information to the residents of Travis County. Funding for the Library came from a mix of the County Law Library filing fee and the General Fund.

FY00 – FY05

The filing fee collected on behalf of the Law Library increased from \$15 to \$35 in FY00. The Law Library no longer needed supplemental revenue from the General Fund. The Law Library continued to order books and electronic access to legal materials for all the courts and departments but paid for these out of the Law Library fund.

In the fall of 2001, the Travis County Commissioners Court approved the staff addition of a half-time reference attorney and a half-time temporary reference attorney. To ensure that a reference attorney attended every uncontested docket, the Law Library hired temp attorneys to supplement the 1 reference attorney FTE.

FY06-FY07

In FY06 the Law Library completed a \$316,114 grant to develop bilingual legal information and forms for the TexasLawHelp.org website.

The Technical Services supervisor position was added in FY06. A .5 bilingual reference attorney was added in FY07, increasing the number of reference attorneys to 1.5 FTEs.

FY08-FY10

The Law Library began hiring temp librarians to assist staff to handle the increasing number of SRL patrons. When the wait for a reference attorney appointment reaches a month, the Law Library brings in temp reference attorneys to meet with appointments.

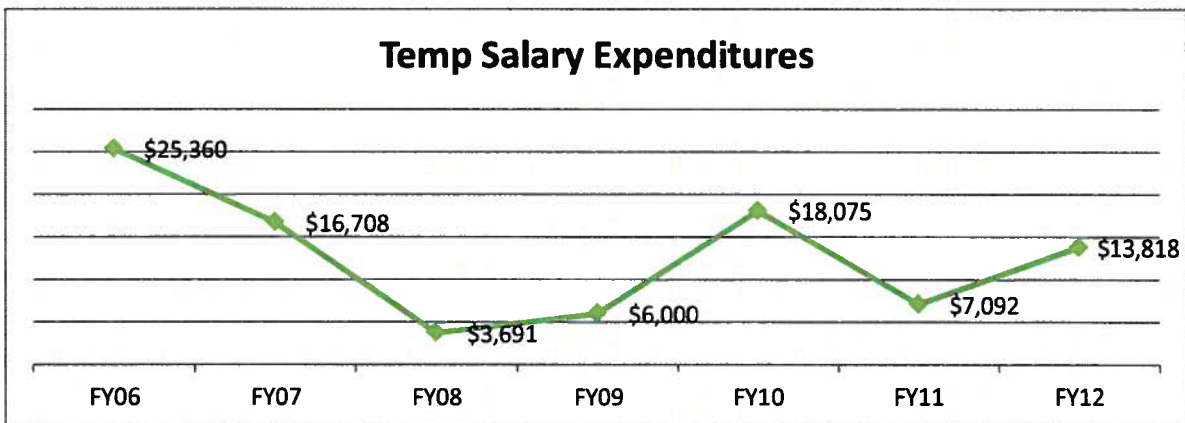
FY11-FY12

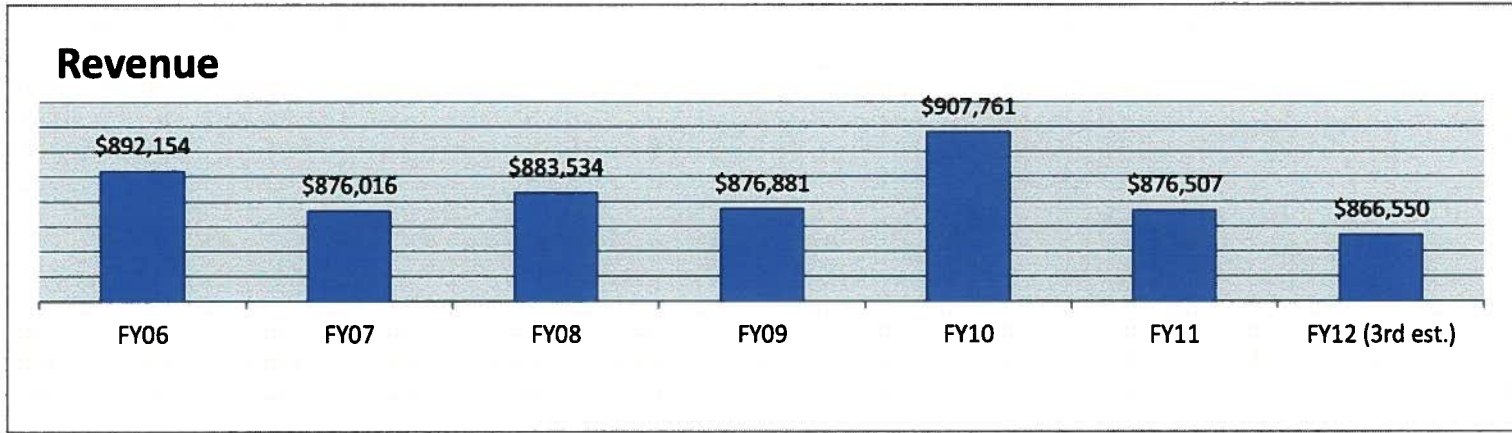
A drop in filing fee revenue, combined with increasing prices for legal materials, put financial pressure on the Law Library fund. The Law Library requested that departments pay for their own books and online access to databases in FY12.

Though the Law Library continued to order books for the courts, the General Fund paid for book purchases for the courts in FY12. The Law Library fund pays for the courts' online access to legal research databases.

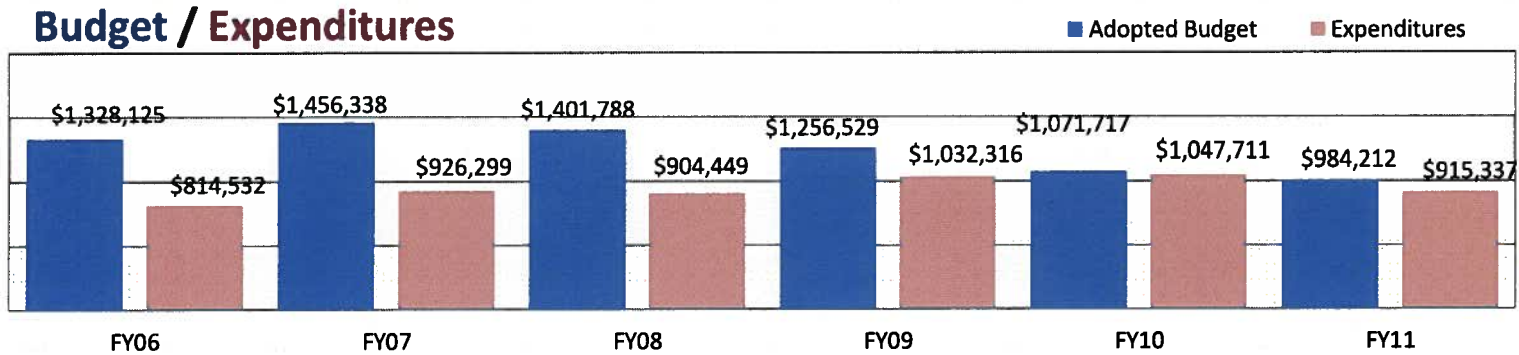
FY13 – Budget Request

In the FY13 budget, the Law Library requested that the General Fund pay for law books and online access for courts, and for additional librarian FTEs. Requested FTEs include a librarian, a part-time supervisor, and 10 hours of reference attorney time.





The Law Library is funded by a \$35 civil filing fee. The Law Library also charges for notary services and for print outs and copies.



As the top chart shows, revenue from filing fees has decreased. The Law Library successfully trimmed expenditures in FY11 and FY12 however increased need for services and inflation in book prices will continue to put pressure on the Law Library fund. In FY12 the Law Library requested that it be allowed to discontinue purchasing materials for courts and departments out of the Law Library fund and that the General Fund support these purchases instead. PBO concurred with the exception of online charges for the civil and criminal courts.

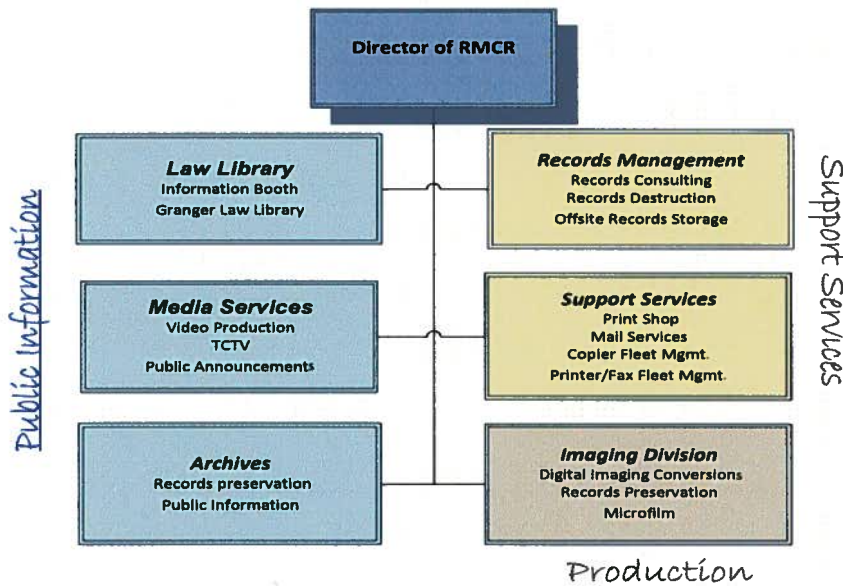
The same request was made in FY13. PBO concurred with the request with the exception of online charges for the criminal courts. **The Law Library will ask in its budget hearing for General Fund support for services that it provides to the courts, including legal materials, supervision of the Information Booth, and the .5 docket attorney FTE.**

Law Library Structure

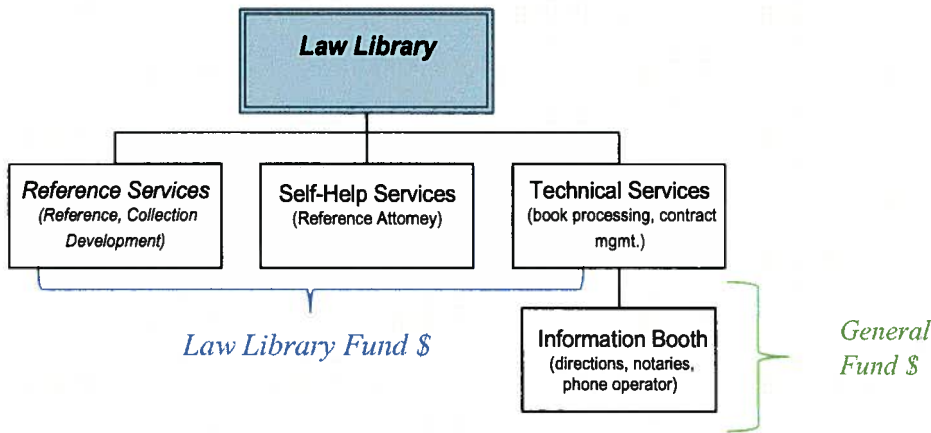
Records Management and Communications Resources (RMCR) has six divisions that support its mission to provide support services, public information, and production. The Law Library is one of RMCR's six divisions. It straddles two the RMCR's mission areas:

1. **Public Information** – The Law Library provides legal information to the residents and legal community of Travis County. The Law Library's Information Booth subdivision provides information and notary assistance to visitors and directory/information assistance to callers to the county.
2. **Support Services** – The Law Library's technical services subdivision coordinates the contracting for online legal services for the courts and county departments. It coordinates budgeting, ordering, and distribution of law books to the courts.

RMCR Divisions



Law Library Subdivisions



State of the Law Library: Issues and Opportunities

Changing Expectations for County Law Libraries

Law libraries have long served a variety of constituencies, and are well-positioned to assume a broader role, with a particular focus on those historically excluded from access to justice. Put another way Law libraries have great potential to play an important role in making the judicial system more user-friendly and accessible for people without lawyers.

-- *The Sustainable 21st Century Law Library: Vision, Deployment and Assessment for Access to Justice*, by Richard Zorza. April 2012.

Space

Knowing of our need for more space, Facilities Management approached the Law Library in 2012 about expanding into the adjacent suite vacated by Records Management and Media Services. The new footprint would meet library growth needs as projected by Broadus and confirmed by the Law Library and Facilities. The increased space would also allow the Law Library to take advantage of volunteer attorneys and law students. The Law Library recommends approval of this space plan.

Volunteers

The Law Library and the University School of Law Pro Bono program piloted a new project during the spring 2012 semester. Under supervision of a reference attorney, a law student volunteer helped patrons complete their paper work *prior to the meeting with the reference attorney*. The result was time saving for the reference attorney and for the patron. The reference attorney could assist more patrons. The patron's appointment was more productive. The student learned about family law and assisting the public.

The UT Law Pro Bono Program asked the Law Library to accept five student volunteers for fall 2012 semester if Commissioners Court agrees. The Law Library cannot accept all five because there is not enough reference attorney time to supervise that many. At present, the Granger Law Library does not have room for that many volunteers.

Collaboration

The UT Law School is the newest of the Library's partners. The Law Library has worked closely with the Texas Legal Services Center (TLSC) for six years to develop content on the legal information website TexasLawHelp.org. The website became an online self-help center for Texans. The Travis County librarians and every other public reference law librarian in the state refer patrons to the site for forms, legal aid contact information, etc.

The Law Library also collaborates with the Texas RioGrande Legal Aid (TRLA), the Lawyer Referral Service, the Austin Dispute Resolution Center, and Volunteer Legal Services. The Law Library refers patrons to these and other community service agencies. The agencies provide the Library with informational materials and training, but also refer their customers to the Library when appropriate.

Collaboration with local bar associations could help us improve our services. For all of our services to SRL patrons, the Law Library knows that the SRLs would benefit most from legal advice – which the library cannot give. Other county law libraries have reported success with having volunteer "attorneys for the day" in the library to give advice on contested matters. The Law Library will work toward this collaboration.

State of the Law Library: Challenges

The largest challenge faced by the Travis County Law Library is serving the increased number patrons.

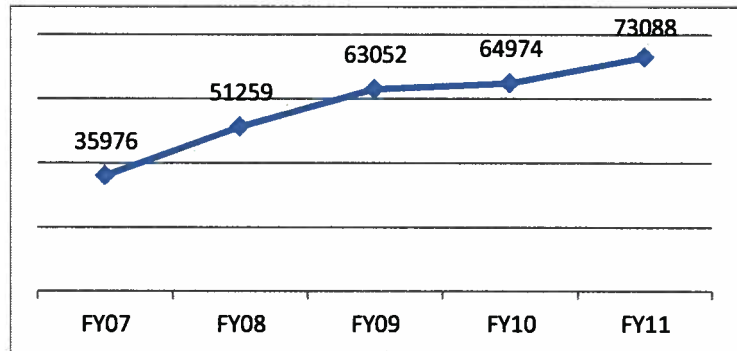
Over 73,000 patrons interacted with the Law Library last year. This represented an 11.5 percent increase over FY10. Growth in the number of patrons who visit or call the Library brings the challenges adequately staffing to meet patron needs.

Growth in Self-Represented Litigant Patrons

Self-represented litigants began coming to the Courthouse Self-Help Center in the tens of thousands in 2008. Perhaps not coincidentally, 2008 was the beginning of the financial crisis known as the Great Recession.

Currently, at least 70 percent of the Library's patrons are self-represented litigants. The District Clerk's Office estimates that 45 percent of divorce filings have at least one self-represented litigant and the courts expect the number of SRL to "go through the roof" over the next few years. The Law Library projects that the proportion of self-represent litigant patrons to attorney patrons will increase to 80 percent over the next five years.

*Patron interactions with the Library
Interactions include in-person visits and calls.*



Two factors may accelerate this. One is even further cuts to legal aid programs. Legal Aid has more applicants for its services than it can help now. Reduction in federal funding for legal aid services increases the number of litigants interacting with the courts without attorney representation.

The second factor is the threat of defunding for the Texas State Law Library. Texas State Law Library was defunded in 2011 Legislative session but was saved at the last minute. If the State Law Library is defunded in 2013, the Travis County Law Library customer base will expand to include state agencies and appellate courts located in Austin, plus the State Law Library's walk-in patrons.

Library FTEs

FY06	6.35
FY07	7.35
FY08	7.85
FY09	7.85
FY10	7.85
F11	7.75
FY12	7.75
FY13	
<i>(request)</i>	9.5

Problems caused by insufficient staffing

The last FTE added by the Law Library was a .5 bilingual reference attorney in 2008. Since then, patron interactions with the Law Library grew by over 21,800 without an increase in staff.

SRL patrons need more assistance than do attorney patrons. Attorneys can be directed to the books or the computers, and with minimal instruction, perform their own legal research. But reference interviews can take 3 to 30 minutes per patron if the patron is a self-represented litigant. The current staffing level is inadequate to meet the workload demand of serving the SRL patrons.

The Law Library has struggled under the strain. During the last year, the reference librarians have expressed that they are exhausted. They speak so much to patrons during the day that they are hoarse in the evening. They worry that the afternoon patrons do not get as good service because, by 2 p.m., the reference librarians are "brain numb." It bothers the librarians that patrons take off work to come to the library and they may be losing income as they wait long periods.

Patrons are affected by inadequate staffing in the form of wait time for reference help, delays in getting reference attorney appointments, and lags in translation of English forms into Spanish. The wait for a reference attorney appointment can be four to six weeks. If an SRL patron cannot get an appointment within a reasonable time, he or she is likely to file or attend court with incomplete paperwork. This wastes the courts' time and is counter-productive to the original goal of the Self-Help Services program.

There is also a gap between the level of service provided in English and in Spanish. Many SRL patrons either can only speak Spanish or are more comfortable processing the information they receive if it is delivered in Spanish. Often there is no staff on the reference desk who can help Spanish-speaking patrons. Forms that have been updated in English are left outdated in Spanish due to lack of staff time to translate.

There are new services the Law Library should explore but cannot do so without additional staff. For example, the University of Texas Pro Bono Program asked the Library to accept five volunteer law students for the fall 2012 semester. The students would help SRLs complete forms before meeting with the reference attorneys and assist the reference attorney in docket. The Library does not have the reference attorney time to train and supervise five students and so can only accept two or three.

The Law Library has taken several steps to mitigate the problem of inadequate staffing:

1. Our most successful mitigation step was to hire temp staff. Reductions in expenditures over the last two years enabled the Law Library to hire a temp reference attorney to work ten hours a week this summer. The wait for a reference attorney appointment dropped from four weeks to eight days. The Library also hired a bilingual temp librarian to work 20 hours a week. The temp librarian has been a tremendous help, both by helping the Spanish-speaking patrons and by relieving some of the stress on the reference librarians.
2. December 11, 2011 the Law Library consolidated the Courthouse Self-Help Center into the Granger branch. Consolidating the Courthouse Self-Help Center into the Granger Law Library helped, but wait times for librarian assistance can still be long, reference attorney appointments are booked four weeks in advance, and services and forms for Spanish-speaking patrons still lag behind those provided to English speaking patrons.
3. The Law Library publishes its information kits on the web. For frequently asked reference questions that have involved answers, we are working with RMCR to create short informational videos. The first two videos are online.
4. We take advantage of volunteers, such as attorney reviewers of forms and the University of Texas Pro Bono Program.

Solution

Although these mitigation efforts helped, the most effective solution is to increase staff. The Library requested additional staff in the FY13 budget. At the August budget hearing we will request 10 hours of reference attorney time (\$19,110), a part-time supervisor (\$37,597), and a bilingual librarian (\$56,035) be added to the staff. The total for the additional 1.75 staffing would be \$112,742

<i>FY13 Budget Request</i>	
10 hours a week reference attorney time (Increase .25 FTE to existing slot)	= \$19,110
Law Librarian = 1 FTE, pay grade 17, new slot	= \$56,035
Library supervisor = .5 FTE, pay grade 20, new slot	= \$37,597
1.75 FTE Total:	= \$ 112,742

In planning for the downtown campus, consultants estimated a need for a total of 23 FTE now and 31 in 2015. This is far from where the Law Library is now but does show that need for additional staff has been recognized and that the need will grow.

Conclusion

When the customers change, everything changes --

In 2007 the Travis County Law Library was a quiet little library used primarily by attorneys. Five years later it is a noisier, busier law library used primarily by non-attorney members of the public. The Law Library is still playing catch-up to the needs of the community.

What will the Law Library be like in another five years?

The year 2018 will mark the Law Library's 35th anniversary. The Law Library will be preparing to move to the Civil Courthouse. Its Self-Help Services program will be mature and include workshops and classroom instruction. Technical Services will have developed automated forms so workshop participants can leave the class with forms they have customized themselves to meet their needs.

Reference librarians will be familiar with more community services and can connect the patrons with those services. They will communicate to patrons in person, by phone, and via chat.

Public access technology will have expanded to include more computers, video instruction, automated forms, and scanners.

Attorney patrons will reserve conference and mediation rooms online. They will come to the Law Library's business center between hearings and on breaks to prepare further for trial.

The Law Library's hours may have expanded to include weeknight and Saturday access.

In short, the Law Library will be the same but better. There will be more access to more legal information. We will have caught up with the needs of our community.

Data Sources for Projections

This document used census data organized by the Travis County Health and Human Services in its report The Travis County Trend Profile and the United States Census Bureau's online FactFinder tool. By taking the Travis County demographic growth numbers, the Law Library was able to compare its services to law libraries in the counties that are currently the size that Travis County will be in 2018.

The law libraries used for comparison include Contra Costa and Sacramento county law libraries in California and Hennepin Law Library in Minneapolis, Minnesota. The King County (Washington) Law Library was also studied though Seattle has a larger population than Austin.

The Law Library interviewed attorneys, judges, staff members, and other members of the community for their predictions and ideas about the future of the courts and the Law Library.

The article *The Sustainable 21st Century Law Library: Vision, Deployment and Assessment for Access to Justice*," by Richard Zorza, April 2012, was particularly helpful.

Also helpful was the National Center for State Courts annual publications of Future Trends in State Courts.

ABA Standing Committee on Delivery of Legal Services Report to the House of Delegates, July 2012, American Bar Association provided statistics on the national trends in self-representation and recommendations for limited scope representation.

The Pew Internet & American Life Project contributed the statistics related to video usage on cell phones, and smart phone adoption rates. Of particular help was the report "Cell Internet Use 2012" published June 26, 2012 at <http://www.pewinternet.org/Reports/2012/Cell-Internet-Use-2012.aspx>

"Self-Represented Litigants and the Bar," January 24,2012, a post by former Office of Court Administrator Carl Reynolds on his blog CourTex is the source for Travis County data on SRL filing in divorce and on the usage of the TexasLawHelp forms. <http://courtex.blogspot.com/>



TRAVIS COUNTY

RECORDS MANAGEMENT & COMMUNICATION RESOURCES

700 Lavaca Street , Suite 330 PO Box 1748 Austin, TX 78767 Tel: (512) 854-9575 Fax:854-4560

MEMORANDUM

TO: Planning and Budget Office, Alan Miller

FROM: Steven Broberg, Director of Records Management and Comm. Resources

DATE: July 30, 2012

SUBJECT: Materials for FY2013 Budget Hearing, Media Producer/Admin Asst

As requested by the Planning and Budget Office, the following is support documentation for the budget request for a full-time FTE, Media Producer/Administrative Assistant:

Commissioners Court members and client departments have increased the meeting coverage of the Media Division in the last several years. There have been numerous non-Commissioners Court meetings that we have covered recently. They include the CAMPO board, the Bail Bond Board, the BCCP Coordinating Committee, the Economic Development Subcommittee, Employee Grievance Hearings and setups for Civil Service Commission Hearings.

The relocation to the new county building at 700 Lavaca this summer is imminent. The Media Division anticipates additional needs from the Commissioners Court and other county departments. In addition to the new Commissioners Court room, 700 Lavaca will include a multifunction room that can be subdivided into three rooms. There will eventually be a desire to have full audio/visual capacity in all three rooms, and very likely full video recording and broadcast capacity. We anticipate the Media staff will be expected to manage the audio/visual operation of those rooms.

We also anticipate that Media Services will be expected to coordinate access and audio/visual support for other meeting rooms on the first floor, including the Executive Session room, Commissioners Court staff room, the Commissioners Court room and the public meeting room off the main lobby near the escalators. Currently Law Library staff in the Granger building schedules meeting rooms, but the library is not moving to 700 Lavaca.

RMCR administration did research to determine if there are some small informational/instructional programs that can be done that would be useful to website, smart phone and electronic tablet users. We found about 300 topics that could be covered. The list of topics is attached to this document.

Travis County Service Videos

Travis County employee phone and voicemail training
How to represent yourself in court
Overview of court processes & rules
How to obtain/change a birth certificate
Process to obtain a Marriage license
How to register to vote
How to use the voting machines
How to apply for an absentee ballot
Animal control services
Accessing archives
Probate (general explanation)
Mental health guardianship
Peace bond
Restraining order
Protective order
PERMITS- SERIES
Military parents-custody/ child support
Paternity-establish/challenge
Constables-what do they do?
Purchasing
Domestic partnership- what is a domestic partnership
What is an informal marriage?
Youth Gardner bets jail and big main jail-SERIES
Mechanical liens
Tax foreclosure
Landlord/ tenant Eviction- SERIES
Motion of writ of possession
Rental agreement
Demand reimbursement of security deposit
What is Dispute Resolution?
Applying for county jobs
District Clerk –E-filing
Divorce
Expunge record
Park fees
Welfare - SERIES
-Health and human services-SERIES
Travis county expo center
How to find a lawyer
Request an appeal
Inmate search/warrant search
Fire marshal what they do SERIES
Travis county guest access (Internet)
Inability to pay cost
Visitation enforcement SERIES
DRO (guardian AL DEM / kids exchange)
Child support enforcement
Limited scope representation
How to give a notice by publication
How to get time served

Mental health commitment
Guardianship of an adult
Subpoena info
Premise liability
Power of attorney
Medical power of attorney
Mental health detention what is it?
Waiver of services
Childs name change
Marriage Annulment
Custody
Chattel mortgage
Declaration of homestead
Settlement agreement
(After a lawsuit is filed there is Service of Process to notify the defendant/respondent)
Running for Public Office - How to get on the ballot (secretary of state) and how to comply with the Texas Election Code (Texas Ethics Commission)
Arraignments
Right to an attorney- court appointed attorney
Court appointed interpreter
Americans with Disabilities Act (How to bring a claim under the ADA)
Jury duty
Grand Jury
Alarm registration
How to get your work email on your mobile device
Sex offender registry
Sanitation complaints
How to get death certificates
Parking / traffic tickets
Handicapped Parking
Time sheet login and completion
Passport
Property records (General)
Occupational license
Uncontested docket
Name change for an Adult
How to get a DBA
Answering a law suit
Warrants (how to take care of one) info
Criminal record
Veteran's services description
Marriage (justice of the peace)
Handicap services (maybe HHS)
Deeds (General description)
Jail volunteers
How to volunteer time to Travis County
Senior volunteer services/ coming of age
Send inmate money and materials

Travis County Service Videos

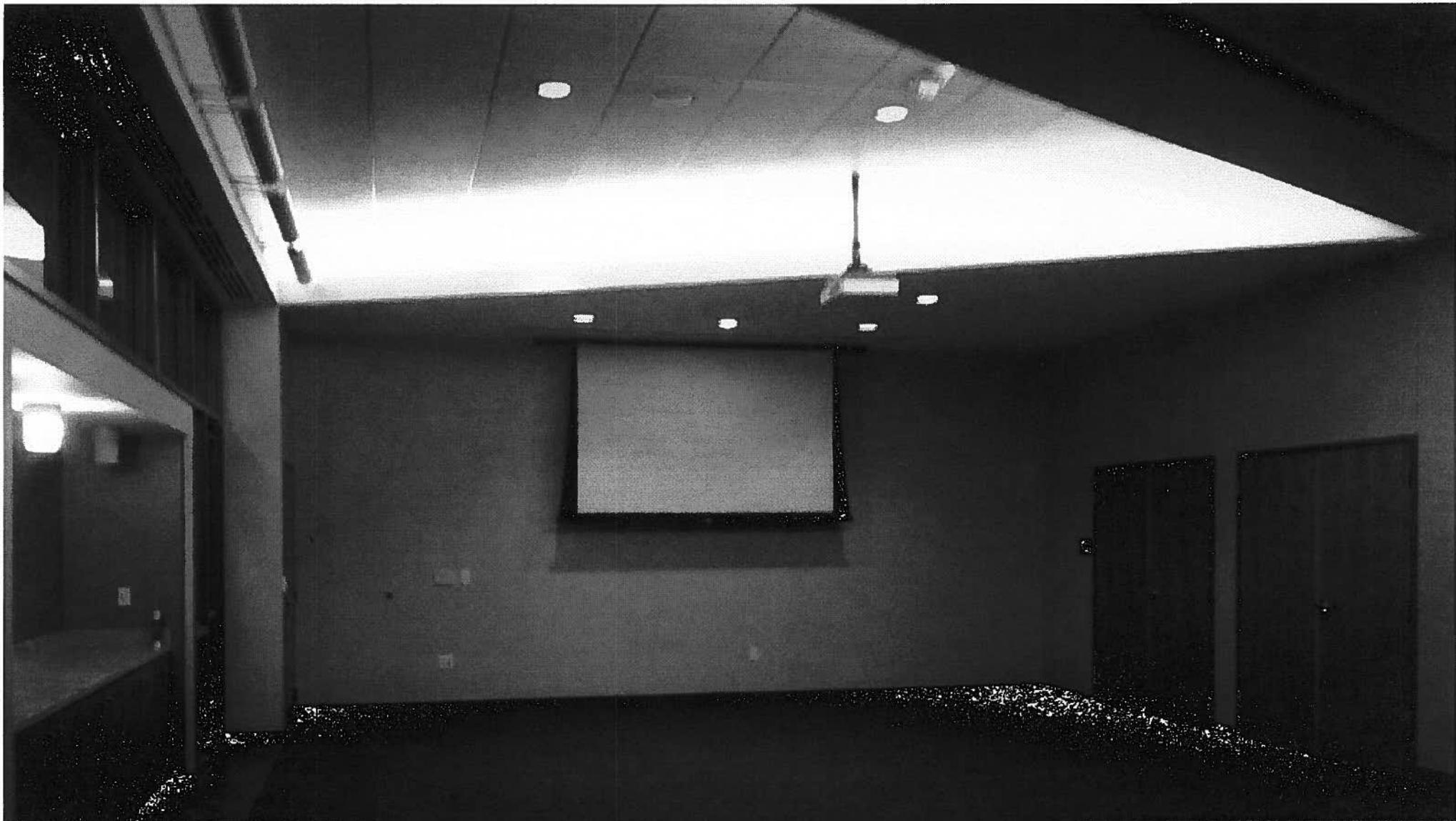
Historical commission what they do/how to get one
Water quality testing/water supply TNR
LOOK INTO BCCP
Lake laws
Boating laws/ where you can fish
Enforcing and order
Small claims court/ justice of the peace
Adult probation/ CSCD SERIES
County attorney--hot checks--open records
Attending commissioner's court
Food stamps eligibility LOOK INTO IT
Traffic management requests
Recycling /brush removal
How to make Bail
How to reschedule a court date
Alcohol monitoring system
Fire inspections and code info
Request an autopsy
What to do when someone dies
Reporting child abuse
Illegal dumping
Finding your commissioner
Drug court what is it?
(A broad video describing each type of court and what they do) SERIES ^^ all different types
What is each elected office?
Military/overseas voters
Voters with Disabilities
How to use TCAMS
The Bid Process for New Vendors
HUB specialized listings



MAXIMUM
OCCUPANCY
165



MAXIMUM
OCCUPANCY
158



1.114

MULTIFUNCTION
SPACE A

MAXIMUM
OCCUPANCY

46



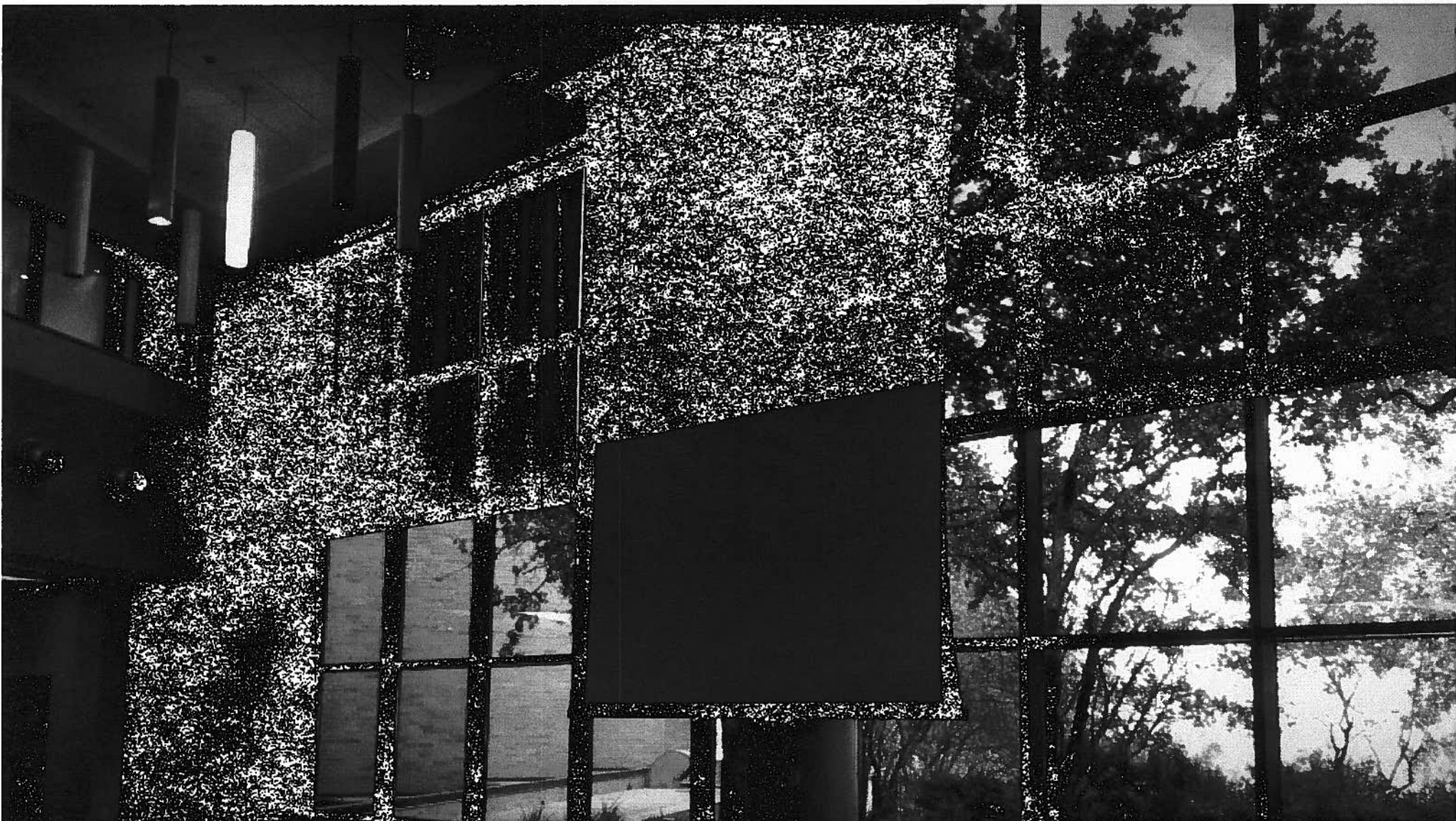
1.112
MULTIFUNCTION
SPACE C

MAXIMUM
OCCUPANCY
56



1.409

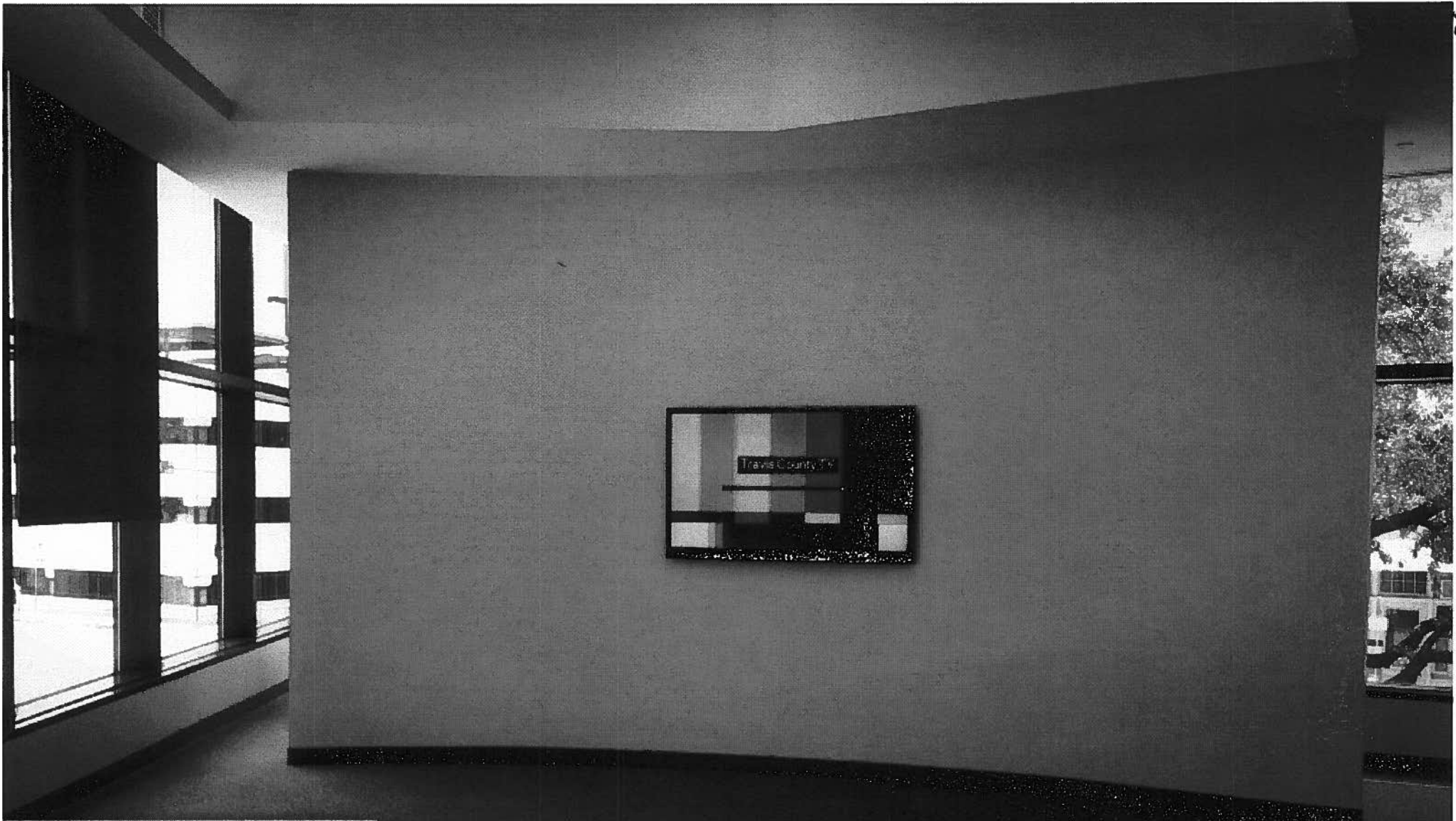
CONFERENCE



1.113

MULTIFUNCTION
SPACE B

MAXIMUM
OCCUPANCY
118



Travis County TX

1.408
EXECUTIVE
SUITE

FY 2013 BUDGET REQUEST ANALYSIS

Req #1, 2, 3, & 19 Law Library Requests

The department submitted a variety of requests affecting both the General Fund and the Law Library Fund. The first two charts below reflect the requests as submitted by the department. These requests involve a movement of expenses from the Law Library Fund to the General Fund to partially offset the costs associated with budget requests directly to the Law Library Fund. The third chart consolidates the requests into a chart which reflects the effective request against the General Fund.

Fund:001 General Fund

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	0	0	0
Personnel	\$47,298	\$0	\$0
Operating	\$119,654	\$0	\$0
Subtotal	\$166,952	\$0	\$0
Capital	\$0	\$0	
Total Request	\$166,952	\$0	\$0

Fund:011 Law Library Fund

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	2.25	0	0
Personnel	\$171,873	\$0	\$0
Operating	\$23,194	\$0	\$0
Subtotal	\$195,067	\$0	\$0
Capital	\$3,833	\$0	
Total Request	\$198,900	\$0	\$0

Consolidated Request Fund:001 General Fund

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	2.25	0	0
Personnel	\$171,873	\$0	\$0
Operating	\$142,848	\$104,497	\$104,497
Subtotal	\$314,721	\$104,497	\$104,497
Capital	\$3,833	\$12,532	
Total Request	\$318,554	\$117,029	\$104,497

Dept. Summary of Request:

The department states that overtime, the Law Library has transitioned from an institution that primarily supported the Courts and the legal community to a significant destination for persons seeing to file actions without attorney representation. ("Pro Se") The workload demands are such that the resources of the existing staff are stressed to the point where the services provided are not meeting with demand. To meet the challenges of an increased demand for services, the department has proposed increasing several positions that are part time to full time and request an additional law librarian position. The following summarizes the FTE changes requested by the department:

- Increase slot 54, a Paralegal, from a 0.5 FTE to 1.0 FTE, Cost: \$25,586.
- Increase slot 48, an Attorney III from a 0.5 FTE to a 0.75 FTE, Cost: \$22,446.
- Increase slot 53, a Law Library Supervisor from a 0.5 FTE to a 1.0 FTE, Cost: \$32,698.
- Add a new 1.0 FTE Attorney III position (law librarian), Cost: \$91,143

Total Cost: \$171,873

The department is also requesting one-time funds to purchase four additional computers with furniture and small tables to replace large tables in the Law Library. The department is also requesting one-time travel and training funds for staff to attend a conference and receive continuing education. However, the Law Library Fund does not have sufficient monies to fund these requests. Therefore, these items result in a request for increased support for the Law Library from the General Fund. Total cost for these requests is \$23,194.

Finally, since the Law Library Fund doesn't have sufficient resources to meet the current demands on its services, or increased services, the department has submitted a request to continue funding the purchase of law books for the Courts from the General Fund and to move the costs associated with online access to legal research tools (such as Lexus/Nexus

14

and Westlaw) from the Law Library Fund to the General Fund, these total \$119,654. This request, plus the \$23,194 above total to the actual General fund needs of the departmental request to be \$142,848.

The department is also proposing to move part of the costs associated with Slot 50, an Attorney position, from the Law Library Fund to the General Fund. This position supports the Law Library, but also spends a significant amount of time supporting persons appearing at the uncontested civil docket. During this time it is supporting the Courts directly and as such the department feels the General Fund is an appropriate funding source, instead of the Law Library Fund. This request is really a recommendation from the department on how to reduce costs to the Law Library fund, to fund some of the other needs. Funding this request would reduce the General Fund request for additional Law Library staff. The total proposed to be moved from the Law Library Fund to the General Fund by this request is \$47,289.

PBO Recommendations & Comments:

Funding for the Law Library has traditionally been done through the Law Library fund. This fund is supported by a portion of the filing fee for civil cases filed in Travis County. A fee increase in 2000 has allowed the Special Fund to absorb growth to this point. Since the fee income caused the Law Library Fund to develop a fund balance and revenue exceeded expenditures, the costs associated with the purchase law books and online access to legal research tools for the Courts and prosecutors has been paid by the Law Library Fund.

Due to past staffing increases as well as increased costs for legal materials, the Law Library Fund no longer has sufficient resources to meet all the demands placed on it. Last year, the costs associated with purchasing law books for the Courts was moved to the General Fund for FY 2012, and those costs are requested to paid from the General Fund for FY 2013 as well. This move was also needed due to a legal issue regarding public access to books purchased by the Law Library Fund. Overall, revenue for the Law Library Fund is expected by the department to be higher in FY 2013 than in FY 2012, (\$859,067 vs. \$849,827), but this increase is not sufficient to meet the increased costs of staff and benefits without some change to the Law Library budget. This request is for the Commissioners Court to support the operations of the Law Library with General Fund resources.

As indicated by the performance measures below, the Law Library has seen significant growth in requests for services over the last few years and based on the current four week time frame to get an appointment to see one of the Attorneys on staff, the number of clients that can be effectively served through the existing resources has been reached. Even with the additional staff requested, the department indicates the time for an appointment will be two weeks.

The Civil Courts have been great proponents of the Law Library's Pro Se work. When planning for the downtown campus, the consultant estimated space equal to a current need of a total of 23 FTE now and expanding to 31 by 2015 and ultimately

54 by 2035. This vision is a far from where the Law Library is today, but it is based on the Office providing Pro Se support at a much higher level than is currently being provided.

The following charts, by calendar year (not Fiscal Year), reflect the changes that have occurred in utilization of the Law Library.

PRO SE HELPED AT UNCONTESTED DOCKET	2002*	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Divorce, no children	530	917	1,109	1,150	1,242	1,321	1,519	1,520	1,703	1,629	12,640
Divorce with children	204	322	415	546	541	467	511	608	593	586	4,793
Modification/SAPCR	26	55	126	96	80	74	92	109	123	101	882
Adult name change	95	175	131	226	270	278	367	371	404	441	2,758
Child name Change	28	56	48	41	73	95	111	120	123	106	801
Other	72	100	107	108	118	154	147	162	225	263	1,456
Total	955	1625	1936	2167	2324	2389	2747	2,890	3,171	3,126	23,330
PRO SE APPOINTMENTS WITH REFERENCE ATTORNEYS	2002*	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
Divorce, no children	162	178	175	181	215	268	301	271	309	348	2,408
Divorce with children	155	242	209	210	225	232	255	315	394	435	2,672
Modification/SAPCR	59	114	97	121	106	84	101	97	119	116	1,014
Adult name change	8	5	5	3	4	5	7	5	5	3	50
Child name Change	22	16	27	16	6	17	10	11	18	20	163
Other	49	26	31	28	35	32	30	18	31	35	315
Total	455	581	544	559	591	638	704	717	876	957	6,622
PATRONS ASSISTED AT DOCKET AND IN APPOINTMENTS	2002*	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total
*10 months - program began 3/4/02	1410	2206	2480	2726	2915	3027	3451	3607	4047	4083	29952

These charts demonstrate the growth of the use of the Library for Pro Se litigants. From 2003 to 2011, the workload for the reference librarians has increase dramatically. FTE growth over the same time allowed for the support of these workload increases. However those increases were always absorbed within the Law Library Fund.

PBO recommends that this program be discussed with Commissioners Court before any direct contribution from the General Fund is budgeted to support Law Library expanded services.

Nevertheless, there has been from Commissioners Court regarding the implementation of the Market Salary Survey adjustment and benefit changes. Therefore, PBO recommends that a portion of the costs associated with the online costs for the Criminal Courts (5740) be funded from the General Fund rather than the Law Library Fund. This will save the Law Library Fund the direct expense of \$36,065 and bring the Law Library into balance for the MSS changes as well as the increased benefit costs. Also, this will allow the Law Library fund to absorb the one-time expenses for replacement tables, computer tables and travel and training costs (\$10,662 in the Law Library Fund) In addition, PBO recommends the additional PCs for the Law Library be funded through ITS capital (rather than the Law Library Fund (\$12,532.) and the continuation of the purchase of Law Books for the Courts be purchased from the General Fund as was done in FY 2012, (\$68,432.)

PBO notes that the department requested the law books and online research tool General Fund expenses through the use of one-time funding from the General Fund. It is very unlikely to PBO that a) the revenue for the Law Library Fund will grow to be able to reabsorb these costs in FY 2014; or b) the need will terminate at the end of FY 2013; so it is recommended to fund this request with on-going General Fund resources.

At this time PBO doesn't recommend the movement of half of one of the Attorneys from the Law Library Fund (.5 FTE) that is supporting the uncontested docket or the movement of costs associated with County Courts on-line reference tool costs from the Law Library Fund. These items were proposed in order to provide partial funding for the larger FTE request. PBO believes that once the decision on whether to provide support for the Law Library through increased General Fund support, these changes can be made, or not, based on the wishes of the department, the impact on the General Fund is the same. PBO recommends, that if no other changes are made to the Law Library in FY 2013, that the movement of these costs to the General Fund be used to balance the Fund against increased costs in future years. (Inflationary expenses for the Law Library will likely not be able to be absorbed by the fund in future years, regardless of any other changes that get made.)

Budget Request Performance Measures:

PBO has worked with the Law Library to provide additional useful information regarding the performance of the Law Library. The following are the measures submitted by the Law Library to support their request for additional FTE.

PBO believes that these measures, demonstrate that the activities of the Law Library are effectively capped, unless staffing is increased. In consultation with the department, PBO looked at the growth over time performance measures indicate that every time staff is added service levels increase, indicative that the demand for services hasn't been reached. For example, the number of appointments for the reference attorneys will increase to 1,244 if an additional position is added, but given that appointments are anticipated to be fully booked with a two week wait, the demand exists for even more.

h7

Description	Actual FY 11 Measure	Revised FY 12 Projected Measure	Projected FY 13 Measure at Target Budget Level	Revised FY 13 Measure with Additional Resources
Patrons assisted by librarians (phones, in-person)	73,088	73,000	73,000	73,000
Number of Reference attorney appointments	957	957	957	1244
Number of pages updated in English	108 pages	120 pages	120 pages	140 pages
Number updated in Spanish	30+ pages	40 pages	30 pages	140 pages

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Law Library Personnel	1 / 25
Name of Program Area: (Taken directly from applicable PB-3 Form)	Law Library	
Fund/Department/Division:	011-5740 Law Library fund/RMC/Law Library	
Amount of Request:	\$143,796	
Collaborating Departments/Agencies:		
Contact Information (Name/Phone):	Lisa Rush	

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

Request \$143,796 to increase staffing levels to address increasing numbers of self-represented litigant patrons. This request is one of three that outlines reductions, reallocations, and additional funding requirements to cover staff needs in the Law Library. It is part of an ongoing transition from an attorney-centric service provider to a general public service provider.

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

The Mission and the Need:

The Law Library provides legal information to litigants, judges, and attorneys. In FY11, the Law Library served 73,088 patrons. This represents 12,500 more patrons than in FY10. At least 70 percent of the library's patrons are now self-represented litigants. About six years ago, as self-represented litigants gradually became the majority of library patrons, the Law Library began shifting the application of its resources away from attorney-centric books and online collection development to SRL-centric services and forms development.

The change from having predominately attorney patrons to having predominantly SRL patrons appears to have accelerated in the last two or three years. The influx of SRLs from FY10 through FY12 showed us that we have not transitioned the use of our resources to serve SRLs fast enough:

- ▶ The current staffing level is inadequate to meet the workload demand of serving the SRL patrons. There is too much strain on staff. Self-represented litigant patrons need more assistance than do attorney patrons. Reference interviews and answering can take 3 to 15 minutes per patron. Some patrons need as much as 30 minutes. The librarians have complained of exhaustion. They speak so much to patrons during the day that they are hoarse in the evening.
- ▶ There is a gap between the level of service provided in English and in Spanish. Many SRL patrons either can only speak Spanish or are more comfortable processing the information they receive if it is delivered in Spanish. There are times during the week when there is no staff on the reference desk who can help Spanish-speaking patrons. Forms that have been updated in English are left outdated in Spanish due to lack of staff time to translate.

► There is a lengthy wait time for attorney appointments. Rarely can a patron get an appointment within four weeks. The purpose of the reference attorney appointments is to answer self-represented litigants questions and to make sure their family law petitions and orders are complete, correct, and enforceable *before* they go to uncontested docket. If an SRL patron cannot get an appointment within a reasonable time, he or she is likely to file or attend court with incomplete paperwork. This wastes the courts' time.

► At the end of FY11 the current long-term reference supervisor moved from full-time to half-time. The staff member is so excellent that she was encouraged to move to half-time rather than retire. The other half of the FTE was converted to a bilingual paralegal position. The reference supervisor position really requires a full FTE. In addition to supervisory duties, the reference supervisor assists patrons; manages collection development; organizes the online, electronic, and paper forms versions; trains users to do online legal research; collects statistics; and performs other functions which add up to full-time position. It would extremely helpful if the current supervisor could train a new supervisor before her eventual full retirement.

The Law Library tried to mitigate the workload issue by consolidating the Courthouse Self-Help Center into the Granger Law Library. That helped, but wait times for librarian assistance is still long, reference attorney appointments are booked four weeks in advance, and services and forms for Spanish-speaking patrons still lag behind those provided to English speaking patrons.

The Request:

1. The Law Library currently employs a .5 FTE paralegal who is fluent in Spanish. This request (\$25,455) would extend that staff member's hours to full time. The paralegal was employed to assist the reference attorneys in appointments and in docket. However, because the need for staffing at the reference desk was so great, the position has been used as a reference librarian.

2. The Law Library currently employs a .5 FTE reference attorney who meets with appointments but also has primary responsibility to update the forms used by self-represented litigants. This request (\$22,332) would extend that staff member's hours from 20 hours per week to 30 hours per week, adding 14 more appointment slots per week. Additional appointment slots could be gained if the paralegal were available to assist the reference attorneys.

3. At the end of FY11 the current reference supervisor moved from full-time to half-time. (The other half of the FTE was converted to the half-time bilingual paralegal position.) The request (33,372) is to add a .5 FTE law library supervisor position back to return to having a full-time reference supervisor. The position really requires a full FTE. It would be extremely helpful if the current part-time supervisor could train a new supervisor before her full retirement.

4. The Law Library currently employs two law librarians. This request (53,035) is to add a full-time bilingual law librarian to assist patrons. Adding a bilingual librarian would free the paralegal to assist the reference attorneys and translate forms.

The cost for these staffing increases would be \$137,193. The Law Library proposes offsetting \$46,450 the costs by moving half of an FTE to the general fund. In attached budget requests, the Law Library proposes reductions and reallocations of its operating expenses to free up additional funding in the Law Library Fund for this staffing.

3a. Pros: Describe the arguments in favor of this proposal.

Adding a bilingual librarian will enable us to provide reference help to Spanish-speaking patrons during all the library's business hours.

Extending the hours of the current bilingual paralegal will allow us to update the Spanish forms so they are as current as the English forms. The paralegal would also be available to assist the reference attorneys to help more appointments. As an interpreter, the bilingual paralegal interprets occasionally at Uncontested Docket and routinely at the reference desk. The Uncontested Docket will run more smoothly if the court can count on having someone available to translate when the bilingual reference attorney is on vacation or otherwise unavailable.

Increasing the half-time reference attorney's time by ten additional hours will make 13 additional appointments available per week. This should shorten the waiting period for a reference attorney appointment from four weeks to a little over two weeks. If combined with the paralegal assistance, the wait time could be further reduced to about 8 days.

Returning the reference supervisor position from a .5 FTE to a full FTE would bring the position back to what is needed to supervise reference services in the Law Library.

3b. Cons: Describe the arguments against this proposal

The staffing cost would be \$137,193 including benefits, and require the addition two new slots (the .5 library supervisor and the law librarian). The Law Library is submitting a budget reduction request and a budget reallocation request that, if approved, would reduce this request substantially.

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 12

The reference attorney and paralegal hours would be increased as soon as possible in FY13. The 1.5 librarian FTEs would be hired the last week of November or early December.

Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available

Statistics are kept on the number of forms updated in English and Spanish, the number of appointments with reference attorneys, and the number of patrons assisted by librarians. Number of forms updated in Spanish. There is not a comparative analysis of a similar local program available.

6A. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
Patrons assisted by librarians (phones, in-person)	73,088	73,000	73,000	73,000
Number of Reference attorney appointments	957	957	957	1244
Number of pages updated in English	108 pages	120 pages	120 pages	140 pages
Number updated in Spanish	30+ pages	30 40 pages	30 pages	140 pages

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes

This proposal will have a beneficial impact on service levels, performance measures, and program outcomes. We will be able to serve more litigants and do so better than we currently do. Patrons will not have to wait as long for librarian help or a reference attorney appointment. Spanish-speaking patrons will be able to get help regardless of when they come to the Law Library. Forms that have been updated would be translated so that bilingual forms are as current as the English forms.

7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 12 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted

Statute establishes the law library to serve the legal information needs of the residents of the county. The Law Library is becoming overwhelmed. While it is not failing to meet the information needs of residents, gaps are becoming apparent. We are falling behind in our service level and it would drop further as the number of SRLs increase and the stress on the librarians builds.

8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis

As addressed in additional budget request, reallocation, and reductions, the Law Library proposes:

A. Moving the application of Law Library fund resources away from the paper and online collection development and towards SLR services more aggressively than we have in the past. We would still retain a streamlined core book/online collection for public use.

B. Reallocating expenditures for court-related books and services from the Law Library fund to the General Fund. For the last several years the Law Library Fund paid for online services for the courts. Since 2002, a .5 library FTE has facilitated at uncontested docket. Both practices began at a time when the Law Library Fund was healthy and could meet the needs of the Law Library. This is no longer the case. In FY12 the Law Library couldn't fund the books for the courts and the books were purchased out of the General Fund. We propose that General Fund also assume costs related to courts online and the .5 FTE.

9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).

n/a

10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal

If requesting a new position(s), is office space currently available? Y/N Yes

If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:

Building Address	314 West 11 th St.	Floor #	1
Suite/Office #	Law Library	Workstation #	

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Law Books and Online for Courts	2/25
Name of Program Area: (Taken directly from applicable PB-3 Form)	Law Library	
Fund/Department/Division:	001/5740 & 41/6099 & 6312	
Amount of Request:	\$119,743 = \$48,241 for civil court/department law books 001-5740-555-6312 \$20,291 for criminal court/department law books 001-5741-555-6312 \$36,065 for civil courts/department online access 001-5740-555-6099 \$15,157 for criminal courts online access 001-5741-555-6099	
Collaborating Departments/Agencies:		
Contact Information (Name/Phone):	Lisa Rush, Law Library Manager, 854-9290	
1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.	Reassume general fund coverage for courts legal research materials.	
2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.	<p>The General Fund funded court and department materials, and even some library materials, until the Law Library filing fee was increased in 2000. After the filing fee increase, the Law Library developed a reserve and funding for the courts materials was assumed by the Law Library Fund. Until FY11, the Law Library Fund was healthy enough to meet the Library's needs and the print/electronic needs of the court. The Law Library fund is no longer healthy enough to continue to fund court materials and meets its staffing needs. In FY12, the General Fund reassumed costs for court print materials. In FY13 the Law Library is requesting that General Fund continue to fund the courts' print and also reassume the courts' online access expenditures.</p> <p>This request is for \$68,532 for law books and \$51,215 for legal research database access for all the courts from the general fund. This requested represents the ongoing cost of legal materials that are the minimal amount needed to meet the courts legal research needs. It also takes into consideration the publisher's expected increase in book prices of 11%.</p> <p>Research into the statute and Attorney General Opinions indicate that the Law Library Fund may not be used to purchase legal materials that are not accessible to the public – i.e. books that reside in offices, not in the Law Library. The Law Library fund can be used to purchase online legal research materials for the courts.</p> <p>This budget request is made in response to the legal restriction on the 011 Fund but also in response to the financial pressures on the fund. The Fund 011 expected revenue for FY12 is \$26,680 below the amount collected FY11 and \$35,000 below the amount expected in FY11. The amount expected for FY13 is slightly more, but not enough to offset increases in book prices, market salary increases, and other obligations of the Law Library.</p>	

3a. Pros: Describe the arguments in favor of this proposal.

There should be no loss in service level if this change in funding source is approved. This change in funding source:

- (1) Matches the use of 011 funds to purposes required by Subchapter B of Chapter 323 of the Local Government Code and Attorney General Opinions MW-9 and Letter Opinion No. 93-43. (The Law Library cannot be used to purchase materials that are unavailable to public use, such as books that are used only in a judge's chambers.)
- (2) Enables the Law Library fund funding to be repurposed to meet the staffing needs of the Law Library.
- (3) Continues to use Law Library services to purchase, process, and track legal materials for the courts. The centralized purchasing process can result in savings from ordering in larger quantities than a court could order alone.
- (4) Continues use of the Law Library's expertise in managing the contracting and password management involved in providing courts with access to legal databases and training.

3b. Cons: Describe the arguments against this proposal.

This proposal requests \$119,743 from the General Fund.

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 12.

The Courts will continue to receive their online access and law books with no change in service levels. It is anticipated that the general fund request for funding for court book and online legal materials will be ongoing.

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

The Law Library tracks purchases, deliveries, and the speed at which the courts receive their materials. In addition, the Law Library administers the Lexis and Westlaw IDs used by the courts.

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
Percentage of materials processed and delivered within a week of arrival to keep existing sets current with new law and annotations.	70%	99%	0%	99%
Number of online legal research IDs purchased for the courts	<i>New measure</i>	52	0	52

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:

For departments and courts, this is maintenance of current effort: they would continue to receive the materials they need and have been using.

7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 12 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.			
Not funding the request would impact the ability of judges and their staff to efficiently conduct the legal research required by their duties. Scheduling of court cases would have to be adjusted to give judges adequate time to use the Law Library. Justice of the Peace court staff would need to travel downtown to do research at the Law Library.			
8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.			
Several years ago, the Law Library fund was healthy and assumed the cost of the courts legal research materials. However, the Law Library fund cannot continue to cover the costs of the courts' materials and meet its other obligations and patron needs in FY13. In preparation for the FY11 budget, the courts were surveyed to determine which materials they could purchase themselves. As a result, the collections for the courts were reduced and the courts assumed part of the cost of their law books in FY12. The general fund covered the rest of the cost of law books for courts. This request expands the general fund coverage of courts legal materials to include online access.			
9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).			
No additional revenue is expected.			
10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.			
This is a continuation of law book funding that was established for the FY12 budget. The Law Library collaborated with courts and departments to reduce purchases and to move the purchase to the general fund. This request is for funding for court online access (in addition to access for a few departments) in addition to book purchases.			
11.	If requesting a new position(s), is office space currently available? Y/N		n/a
	If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:		
Building Address		Floor #	
Suite/Office #		Workstation #	

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Reallocation of court-related FTE expenses from the Law Library Fund	3/25
Name of Program Area: (Taken directly from applicable PB-3 Form)	Law Library	
Fund/Department/Division:	001-5740, 001-5741	
Amount of Request:	\$46,671	
Collaborating Departments/Agencies:		
Contact Information (Name/Phone):	Lisa Rush, Law Library Manager, 854-9290	
1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.	This is a request to reallocate .5 of an FTE from 011-5740 to 001-5740. It is part of a series of budget requests, reductions, and reallocations to address the staffing needs of the Law Library.	
2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.	<p>The Request: This is a request to move .5 of an FTE from the Law Library fund to the general fund.</p> <p>The Mission: The Law Library's mission is to provide legal information to residents of the county. Over the last few years the Law Library has been transitioning from an attorney-centric service provider to public-centric service provider in response to the growth of the self-represented litigant portion of its patrons. In 2002 the Law Library began providing reference attorney services to self-represented litigants (SRLs). The reference attorneys help SRL patrons in the library to fill out forms so that the forms are accurate and enforceable once the SRL gets to uncontested docket. One-half of reference attorney FTE is spent in uncontested docket facilitating between the self-represented litigants and the court. The attorney meets with the litigants in the courtroom before and after uncontested docket to ensure that the final paperwork needs are met.</p> <p>The Issue: The Law Library is a victim of its own success: It has more patrons than it can serve at current staffing levels. To increase librarian staffing, as well as ask other expense increases, it needs to shift cost of non-library services and purchases out of the Law Library fund. To maintain sustainability in the fund, the Law Library is requesting that a .5 FTE be allocated to the General Fund. This FTE facilitates in the court between the judges and self-represented litigants. The reference attorney meets with the litigants in the courtroom before court and after to ensure that their paperwork is ready for the judge's signature.</p>	
3a. Pros: Describe the arguments in favor of this proposal.	This request would return sustainability to the Law Library fund and allow it to meet its other obligations and staffing needs.	
3b. Cons: Describe the arguments against this proposal.	This request adds an ongoing cost of \$47,084 to the General Fund.	

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.				
Commence with FY13 budget. It is anticipated that the general fund request will be ongoing.				
5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.				
There will be no change in how the program or its evaluation will be changed as a result of this reallocation.				
6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.				
Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding
Number of patrons assisted in Uncontested Docket	3,126	3220	3,400	3,400
6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:				
This is a reallocation request. There should be no effect on performance measures.				
7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 12 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.				
The Law Library would need to make staffing adjustments and reduce its services to the public to keep its fund sustainable and to meet its obligations.				
8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.				
This request continues to fund .5 of the FTE from the Law Library Fund.				
9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).				
No additional revenue is expected.				
10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.				
11.	If requesting a new position(s), is office space currently available? Y/N			n/a
	If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:			
Building Address		Floor #		
Suite/Office #		Workstation #		

FY 2013 BUDGET REQUEST ANALYSIS

**Req #4,5,6,7,8,9,10,11 Media Requests
Fund:001 General Fund**

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	1	0	0
Personnel	\$53,627	\$0	\$0
Operating	\$0	\$0	
Subtotal	\$53,627	\$0	\$0
Capital	\$251,400	\$104,400	
Total Request	\$305,027	\$104,400	\$0

Dept. Summary of Request:

Media services has several requests for equipment and a request for a new Administrative Associate position.

The department discussed much of the equipment requests with Commissioners Court on April 24, 2012 and a portion of these requests were approved at that time. The following is a summary of the requests from the department in priority order:

1. \$30,000 to enhance 700 Lavaca broadcast facility automation. **This was approved on April 24, 2012.**
2. \$100,000 to outfit the multipurpose room in 700 Lavaca for full broadcast. **\$50,000 was approved on April 24, 2012.** \$50,000 remains unfunded.
3. \$18,000 to replace a Digital Video Editor.
4. \$48,000 to replace three video camcorders used for field and remote video productions.
5. \$53,627 to hire an additional Administrative Associate position.
6. \$6,400 to modify four existing digital video recorders with serial digital interface communication cards.
7. \$36,000 to replace three studio support pedestals for 700 Lavaca.
8. \$13,000 for a replacement teleprompter.

PBO Recommendations & Comments:

As was indicated above, Records Management met with Commissioners Court to discuss the equipment needs for Media Services, particularly in light of modifications to the overall budget for the outfitting of 700 Lavaca. At that time,

Commissioners Court approved item one and half of item two. Commissioners Court discussed that the rest of the needs for 700 Lavaca could be deferred to the FY 2013 Budget Process.

Given the overall magnitude of the capital requests received for FY 2013, PBO's funding recommendations must be done on a prioritized basis. In examining these requests, PBO has recommended funding for equipment based on a phased in replacement of equipment after consultation with the department. (\$104,400 total:)

- \$50,000 to complete the outfit the multipurpose room in 700 Lavaca for full broadcast.
- \$48,000 to replace three video camcorders used for field and remote video productions.
- \$3,200 to modify four existing digital video recorders with serial digital interface communication cards

While PBO concurs and supports the replacement of equipment in a phased cycle and, recommends that the unfunded capital items be requested again in FY 2014.

As with the new FTE request of for the Law Library, the new position requested for the Media Services division is primarily to manage workload increases and expand the ability of the department to meet demands for services. PBO noted that the Commissioners Court approved strict rules governing the creation of new positions in the Preliminary Budget. PBO does not believe that the addition of this position qualifies under these criteria as presented.

Budget Request Performance Measures:

The following are the performance measures submitted to support the additional FTE:
 PBO notes that these measure, like with the Law Library record the work of the existing staff, but that the provision of additional services is capped by the existing staff.

Description	Actual FY 11 Measure	Revised FY 12 Projected Measure	Projected FY 13 Measure at Target Budget Level	Revised FY 13 Measure with Additional Resources
# New programs produced	211	211	220	260
# Hours producing new programs	2,398	2,400	2,500	3,000
# Productions for website	15	15	20	60
# Hours doing web productions	200	200	250	450

The departmental PB-3 reports that with the existing staff, the department has managed to go from 114 new productions in FY 09 to a projected 220 for FY 2013. Overall, media services measures are relatively flat, which may reflect, (as with the Law Library), that workload is capped by the amount of existing staff, since the department reports overall requests are up.

**FY 2013 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	700 Lavaca Broadcast Facility Automation	4/25
Name of Program Area: (Taken directly from applicable PB-3 Form)	Media Services	
Fund/Department/Division:	57/60	
Amount of Request:	\$30,000	
Collaborating Departments/Agencies:		
Contact Information (Name/Phone):	Al Jackson 49503	

1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.

The Media Services Division is requesting funding to enhance the 700 Lavaca broadcast facility automation.

2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.

During the process of planning the new video production and broadcast facility for 700 Lavaca, there were 3 occasions when the budget had to be reduced. In combination with HSA (Project Manager), HMBA (Audio/Visual consultant), ZVS (contracted video integrator) and the Media Division, several pieces of equipment were either removed from the list or substituted with less expensive brands and/or models.

One of the substitutions was the automation system. This system controls the signal routing, video recording and playback, and message board control. The current selection will do the job satisfactorily but it is not as capable as the original recommendation. Since this is essentially the heart of the television facility, having a top of the line automation system will ensure long term reliability and functionality.

3a. Pros: Describe the arguments in favor of this proposal.

- Better automation functionality
- Longer term reliability
- Better upgradability

3b. Cons: Describe the arguments against this proposal.

Cost

4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.

Maintenance of current effort

5. Description of Program Measurement and Evaluation: Describe how the proposal will be measured and evaluated and note if there is an independent evaluation component. In addition, indicate whether a comparative analysis of similar local programs is available.

6a. Performance Measures: List applicable current and new performance measures related to the request that highlight the impact to the program area if the request is funded.

Measure Name	Actual FY 11 Measure	Revised FY 12 Measure	Projected FY 13 Measure at Target Level	Projected FY 13 Measure with Added Funding

6b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:

7. Impact of Not Funding Request: Describe the impact of not funding the request in FY 13 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted.

8. Leveraged Resources: If proposal leverages other resources such as existing internal resources or grant funding, list and describe impact. If resources from similar existing program(s) will not be reallocated, give reasons and include analysis.

9. Additional Revenue: If this proposal generates additional revenue, list the amount and the assumptions used for the estimate. (Attach a copy of the form submitted to the Auditor's Office).

10. Collaboration: If this proposal was discussed with other departments/agencies that provide similar or supporting services that could be impacted, describe impact and list the other departments/agencies and their points of contact. Suggest ways all departments/agencies can collaborate to ensure success of the proposal.

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11. If requesting a new position(s), is office space currently available? Y/N

If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:

Building Address		Floor #	
Suite/Office #		Workstation #	