

# **PBO BUDGET HEARING**

## **SCHEDULE FOR**

**AUGUST 9, 2012**

1:30 pm – Criminal Justice Planning and  
External Agencies

2:45 pm – Health and Human Services and  
External Agencies

4:30 pm - Adjourn

CRIMINAL JUSTICE PLANNING  
AND  
EXTERNAL AGENCIES

BUDGET HEARING  
BACK-UP

AUGUST 9, 2012

# ITEMS TO BE DISCUSSED BY CRIMINAL JUSTICE PLANNING

- MHPD Social Worker
- Caseworker for Inside/Out Re-entry Program
- Re-entry Round Table
- CARY
- Road to Recovery

## FY 2013 PRELIMINARY BUDGET

### Criminal Justice Planning (55) – General Fund

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
<b>FY 13 Target Budget Submission</b>	<b>\$ 3,465,646</b>	<b>\$ -</b>	<b>\$ 3,465,646</b>	<b>\$ -</b>	<b>\$ 3,465,646</b>	<b>38</b>	Department submitted their budget at the target level. PBO recommends as submitted.	3
<i>PBO Changes</i>								
Market Salary Survey Increases	137,561	-	137,561	-	137,561	0	Annualized cost of approved Market Salary Survey Increases.	3
Health and Retirement Rate Increases	32,688	-	32,688	-	32,688	0	Annualized increase for healthcare and retirement rate increases.	3
Slot 38 transfer to Sheriff's Office	(81,481)	-	(81,481)	-	(81,481)	-1	Slot transfer approved by Commissioners Court 6/26/12	3
<i>Recommended Requests</i>								
JPS Vehicle	7,700	-	7,700	-	7,700	0	Maintenance of auxillary vehicle for MHPD & OCR staff	5
Transitional Housing	47,000	-	47,000	-	47,000	0	Additional funding for MHPD & IOTC clients to access transitional housing	7
<b>Total FY 13 Preliminary Budget</b>	<b>\$ 3,609,114</b>	<b>\$ -</b>	<b>\$ 3,609,114</b>	<b>\$ -</b>	<b>\$ 3,609,114</b>	<b>37</b>		
<b>PBO Recommended Increase</b>	<b>143,468</b>	<b>-</b>	<b>143,468</b>	<b>-</b>	<b>143,468</b>	<b>(1)</b>		

**BUDGET REQUESTS NOT RECOMMENDED FOR FUNDING**

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
Re-Entry Roundtable	-	35,000	35,000	-	35,000	0	PBO would like to know if previous years' deliverables were completed and satisfactory for continued funding to be recommended.	9
Council on At-Risk Youth	-	286,500	286,500	-	286,500	0	Program would like to expand and replace lost State Funding. PBO does not recommend for inclusion in Preliminary Budget.	12
Road to Recovery	-	150,527	150,527	-	150,527	0	Department reports that this program is under-performing. PBO does not recommend including in the Preliminary Budget.	14
Expansion of Re-Entry Services	63,297	-	63,297	-	63,297	1	Late Budget Request- to be discussed at Budget Hearing	3
MHPD Case Worker	56,827	3,000	59,827	4,288	64,115	1	Late Budget Request- to be discussed at Budget Hearing	4
<b>Total</b>	<b>\$ 120,124</b>	<b>\$ 475,027</b>	<b>\$ 595,151</b>	<b>\$ 4,288</b>	<b>\$599,439</b>	<b>2</b>		

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# Criminal Justice Planning

FY13 Budget Hearing Back-Up

**Travis County Justice and Public Safety**

**Roger Jefferies, County Executive**

7/31/2012

Travis County Government

## Justice and Public Safety FY2013 Budget Requests

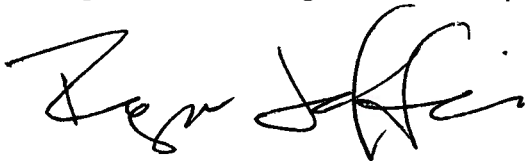
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Judge Biscoe and Commissioners:

The Justice and Public Safety Division, specifically Criminal Justice Planning, is respectfully asking you to add the following items which are not currently in the FY 2013 Preliminary Budget:

- 1 Caseworker for the Mental Health Public Defender Office
- 1 Caseworker for the Travis County Inside/Out reentry program
- Funding for the Austin/Travis County Reentry Roundtable
- Baseline funding for the Council on At Risk Youth
- Funding for the County/City/ATCIC partnership, Road to Recovery

Below are quick-view synopses of each program which include the amount of funding being requested, and relevant information on these budget items. Attached also are the PB-5 documents that provide more detail on the justifications for these requests. We look forward to our budget hearing with you on August 9<sup>th</sup> and are eager to answer any questions you have. Thank you for your consideration.



Roger Jefferies  
County Executive  
Justice and Public Safety

## **CJP Departments**

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Two budget requests were submitted for CJP internal departments. Highlights of those requests are outlined below.

### **→ Mental Health Public Defender Office - Additional Case Manager**

**Summary Statement:** A full cost benefit analysis has been conducted on the MHPDO, which has been shared with the Commissioners Courts' staff and will be presented in Court at a later date. This budget request is for the addition of a Case Worker, which is substantiated via the cost benefit analysis. Highlights from that report which support this request are outlined below.

- 304 MHPDO clients have remained arrest/jail free from six months to five years. Based on the prior arrest history of these 304 clients, this has resulted in annual jail bed day savings aggregating to 16,233 jail bed days or 44 people in the ADP in FY2012. A total cost avoidance of \$1,199,123 over the life of the MHPDO.
- At inception, it was envisioned that the social work/case management staff would keep cases opened an average of 120 days post legal case disposition. In order to effectively manage their cases, case managers are maintaining cases roughly 180 days post legal case disposition.
- The time cases are required open, coupled with the influx of new cases, the average casemanager case load has grown 26% from an average of 54 in FY2010 to an average of 68 FY2012 to date. The highest average active case load across the last two years was 73.
- Managing caseloads at these levels has become unsustainable. Therefore, it is being requested that an additional caseworker be funded for the MHPDO in FY2013. This will allow the existing staff to reduce their caseloads to a more manageable 40 to 50 cases and allow for the recognition that the case management period for this population often exceeds the original estimate of 120 days following the disposition of the client's legal case.
- Analysis demonstrates that funding this request is cost neutral in FY2013 as a result of quantified cost avoidances.

**Amount of FY2013 Request:** Total with Capital \$64,115 (\$56,827 on-going)

**FY2012 Performance Measure:** 304 clients arrest/jail free between six months and five years.

**FY2013 Performance Measure:** 400 clients arrest/jail free between six months and five years.

### **→ Inside-Out Travis County (IOTC) – Enhancing Reentry Programming at the Travis State Jail**

**Summary Statement:** The Inside Out Program of Travis County is an intensive case management/reentry program for offenders exiting the Travis State Jail. The Commissioners approved this new program in FY2011. Services are provided to high risk offenders who are Travis County residents and incarcerated at the Travis State Jail. Case management begins 90 days prior to release from the state jail and, at a minimum, continues for 90 days post-release. In November, 2011, the 3D employment program was introduced at the Travis State Jail and served approximately 20 offenders a month. This program has since been completely re-written and renamed Promoting Re-entry Employment and Progress (PREP) and now serves 50 inmates a month. In addition, job readiness training and contact with employers and ex-offenders in the community has been incorporated into the IOTC program. Both the PREP program and the community contacts were managed by a contract worker with Criminal Justice Planning and her contract was not renewed.

- The addition of a Social Worker for fiscal year 2013 will afford the IOTC program to increase the number of clients served per year by 40. It is imperative that this employee be a Masters level



Social Worker as part of the services provided are therapeutic groups and counseling that may only legally be provided by a licensed Masters level individual.

- An additional Social Worker would be necessary for the PREP employment classes to continue inside the jail. Without this individual, 600 inmates would no longer receive job readiness assistance as current IOTC staff would be unable to support the program.
- An additional Social Worker would be necessary in order for Travis County Criminal Justice Planning to continue maintaining community contacts with employers and to continue supporting ex-offenders in the community with job readiness issues.

**Amount of FY2013 Request:** \$63,297

**Program Will Serve:** 200 offenders released from the Travis State Jail exiting to reside in Travis County.

**FY2012 Performance Goals:** All FY2012 goals were met.

- IOTC successfully hired all three of their staff.
- IOTC successfully partnered with the Windham School District at the Travis State Jail to identify inmates interested in the IOTC program and successfully set up a system to share information on shared clients.
- IOTC successfully partnered with the Commitment to Change (CTC) program at the Travis State Jail as well as Travis County Probation on identifying court ordered individuals for both the IOTC and CTC programs as well as to share information regularly on shared clients.
- IOTC was to serve 150 clients per year. In the first 9 months of the program, 160 clients were served.
- PREP began serving 20 offenders per month. Since being incorporated into the IOTC program, 50 offenders are participating in the program per month.

**FY2013 Performance Measures:**

- 1) 600 inmates participating in the PREP program in state jail with an 80% graduation rate.
- 2) 210 clients provided with reentry and counseling services by the IOTC program annually.
- 3) 300 ex-offenders from the community provided with job readiness assistance.

## Contracts

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CJP manages three contracts for external services/programming that are being requested in FY2013. An overview of each of those requests are outlined below.

### → Austin Travis County Re-Entry Roundtable

**Summary Statement:** The Austin Travis County Reentry Round Table is a community-wide collaborative for systemic change that educates and advocates in order to promote public safety through effective reentry and reintegration of incarcerated and former incarcerated persons.

**Amount of FY2013 Request:** \$35,000\*

**FY2012 Contracted Deliverables:** All deliverables were met.

#### **FY2013 Contracted Deliverables:**

- 1) Provide training to up to 35 corrections professionals which will focus on evidence based practices targeting former offenders.
- 2) Will participate in four community resource fairs, seminars or other forums.
- 3) Will write and publish a quarterly electronic newsletter
- 4) Will conduct outreach and provide awareness to private employers advocating the hiring of persons with criminal backgrounds with the establishment of a standing Employment Committee.
- 5) Will provide facilitation, training and support to the Ex-Offenders Council which meets monthly.

**\*Additional Requested Amount of Funding:** The Austin Travis County Reentry Round Table's funding was for \$30,000 in FY2012. They have requested an additional \$5,000 for expenses for FY2013.

### → Council for At Risk Youth (CARY) – Delinquency and Youth Prevention Program

**Summary Statement:** The purpose of CARY is to work in a school based setting with identified at-risk youth. These youth are at the highest risk of entering the juvenile and adult criminal justice system. CARY completes this mission with the use of an evidence based curriculum known as The PeaceRox Aggression Replacement Training Program.

**Amount of FY2013 Request:** \$286,500 (\$100,000 to maintain current levels of service)

**Program Will Serve:** Up to 300 middle school students with disciplinary problems.

**2012 Performance Measures:** All measures were completed and met.

**2013 Performance Measures:** Program will demonstrate: 1) decreased serious school disciplinary infractions, 2) improved academic grades, and 3) improved school attendance.

**Optional:** Additional Requested Amount of Funding:

CARY has requested an additional \$100,000 via a May 3, 2012 letter to Judge Biscoe and Travis County Commissioners. The additional funding would increase the number of students served to 300 annually.

CARY is also requesting from Travis County an additional \$86,500 to a fund Behavioral Coaching Mentors. CARY previously received funding for this function through the Governor's Office of Criminal Justice Division, however it has been removed from the States funding in the FY2013 budget.

## → Road to Recovery (formerly Project Recovery)

**Summary Statement:** Road to Recovery is a jail diversion strategy for mentally ill, chronically inebriate individuals who have repeated and historically high-cost contact with the criminal justice system. This is a collaborative effort among Austin/Travis County Integral Care, the City of Austin, County Court at Law #8, Austin Downtown Community Court and Travis County.

Amount of FY2013 Request: \$150,527

**2012 Performance Measures:** All measures were completed and met.

If funding is granted in FY2013, the department and the Downtown Austin Community Court (DACC) staff have been meeting to discuss the FY2013 contract, performance measures and deliverables. Highlighted areas of concern are the sustainability of staff, number of full time staff dedicated to Road to Recovery, lack of case managers and the importance of aftercare in the community. In order to hold the program more accountable, CJP and DACC have recommended the following FY2013 measures:

**2013 Performance Measures:** Program will demonstrate the following:

- 1) Number of clients screened for Road to Recovery
- 2) Number of hours of services provided by Road to Recovery
- 3) Percentage of clients in Road to Recovery who have obtained an ID
- 4) Percent of clients in Road to Recovery who have maintained or obtained income
- 5) Percent of clients in Road to Recovery who have maintained or obtained a primary medical care home before they complete the residential program
- 6) Percent of clients in Road to Recovery discharged to stable housing upon completion of residential treatment
- 7) Number of incomplete treatment episodes due to client leaving the Road to Recovery program
- 8) Number of incomplete treatment episodes due to Road to Recovery program discharging the client
- 9) Percent of Road to Recovery clients who complete at least 30 days of aftercare services
- 10) Percent of Road to Recovery clients who complete at least 60 days of aftercare services
- 11) Percent of Road to Recovery clients who complete at least 90 days of aftercare services
- 12) Percent of clients with successful Road to Recovery treatment episodes who report sobriety 6 months after exiting services
- 13) Average community healthcare costs per successful graduate of Road to Recovery before and after residential treatment
- 14) Number of distinct individuals contacted by case managers
- 15) Number of direct client contacts by case managers
- 16) Number of Times a case manager facilitated a client applying for Permanent Supportive Housing
- 17) Number of times a case manager facilitated a client gaining Permanent Supportive housing
- 18) Number of clients admitted to Permanent Supportive Housing
- 19) Number of times a case manager facilitated a client gaining transitional housing
- 20) Number of times a case manager facilitated a client applying for a source on income
- 21) Number of times a case manager facilitated a client obtaining medical coverage
- 22) Number of times a case manager facilitated a client obtaining medication for health coverage
- 23) Number of times a case manager facilitated a client obtaining mental health medication
- 24) Number of times a case manager facilitated a client obtaining mental health services
- 25) Number of times a case manager facilitated a client obtaining any form of identification
- 26) Percent of offense reduction for frequent offender engaged the program
- 27) Number of referrals to substance abuse treatment by case managers
- 28) Percent of frequent offender who complete rehabilitative recommendations (individualized treatment plan)

MHPD Social Worker Request- CJP also submitted a late request to add a social worker to Mental Health Public Defender's Office. The department plans to present to Commissioners Court a Cost Benefit Analysis of the MHPDO that will show the growth rate in cases and explain that the office would require additional personnel to handle case management duties. The department summarizes below:

*One of the keys to success for the MHPDO, in addition to the collaborative legal strategies employed by the MHPDO attorneys and Travis County's mental health court, has been the presence of two social workers and two case workers. These dedicated county staff work with this very difficult population to navigate the County's complex systems to provide housing, medication, clinic visits, and other vital services which help keep their clients out of the criminal justice system. With the ongoing growth in their caseload over the last five and a half years, the MHPDO's case management staff has built up caseloads of 60 to 70 each. This high level of caseload has become unsustainable. Within a broader staffing plan for the next three years, we are recommending in the report that follows that the County consider funding an additional case manager for FY 2013. This will allow the existing staff to reduce their caseloads to a more manageable 40 to 50 cases and allow for the recognition that case management period for this population often exceeds the original estimate of 120 days following the disposition of the client's case.*

This request will also be presented at a budget hearing. The cost of the request is \$64,115 for salary, operating and capital costs.

PBO recommends the submitted budget for Criminal Justice Planning.

**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	MHPDO Case Manager	
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	Mental Health Public Defender Office	
<b>Fund/Department/Division:</b>	001/55/35	
<b>Amount of Request:</b>		
<b>Collaborating Departments/Agencies:</b>		
<b>Contact Information (Name/Phone):</b>	Jeanette Kinard 854-3803	

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

The MHPDO is one of the first of its kind in the country, and perhaps one of the most creative initiatives which have been developed to address a unique and difficult to serve population who are frequent offenders and consumers of bed space at the Travis County Jail.

The MHPDO, consisting of 2 attorneys and 4 case management staff, along with 2 support staff, work with severely mentally ill misdemeanor defendants in Travis County's criminal justice system. Their overarching objectives as set out in the beginning of the office are to:

- Minimize the number of days a person with mental illness spends in jail.
- Reduce recidivism by providing intensive case management services.
- Increase the number of dismissals among defendants with mental illness
- Enhance legal representation by providing attorneys with specialized knowledge needed to defend persons with mental illness.

Justice and Public Safety conducted analysis which revealed that over the last five and a half years, 304 clients of the MHPDO, who would have likely been rearrested and returned to jail sometime in that period, remained arrest and jail free. This has resulted in a savings in FY 2011 of 18,584 jail bed days, which translates into 44.5 people in the jail's ADP, at a cost avoidance of \$1,199,123. During the same period the County has invested \$1,375,000 in the operations of the office resulting in a net cost of \$175,000 to provide an increased quality of legal representation, as well as critical case management services for this vulnerable population.

**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 MHPDO is requesting to add 1 Case Worker to help relieve the current caseloads of an average 60-70 active clients per case manager to a more manageable 40-50. The current caseloads have become unsustainable. The case management team has seen a 28% increase in their average active caseload since FY2010.

One of the keys to success for the MHPDO, in addition to the collaborative legal strategies employed by the MHPDO attorneys and Travis County's mental health court, has been the

presence of two social workers and two case workers. These dedicated county staff work with this very difficult population to navigate the County's complex systems to provide housing, medication, clinic visits, and other vital services which help keep their clients out of the criminal justice system. With the ongoing growth in their caseload over the last five and a half years, the MHPDO's case management staff has built up caseloads of 60 to 70 each. This high level of caseload has become unsustainable. Within a broader staffing plan for the next three years, we are recommending in the report that follows that the County consider funding an additional case manager for FY 2013. This will allow the existing staff to reduce their caseloads to a more manageable 40 to 50 cases and allow for the recognition that case management period for this population often exceeds the original estimate of 120 days following the disposition of the client's case.

The additional staff would also allow for the recognition that amount of time necessary to help clients become stable post disposition exceeds the original estimate of 120 days. Cases are averaging approximately 180 days post legal disposition, which has added to the increased number of active clients open to the case management team.

These dedicated county staff work with this very difficult population to navigate the County's complex systems to provide housing, medication, clinic visits, and other vital services which help keep their clients out of the criminal justice system.

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

This request is cost neutral in the sense that cost avoidances in bookings, jail bed day costs and legal representation are avoided when this difficult to serve and frequently arrested population can be stabilized and sustained in the community. The MHPDO case management team fills a critical gap from jail to the community.

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

Opportunity to capitalize on current successes with keeping clients out of jail would be missed. The MHPDO has demonstrated 304 clients remaining arrest/jail free from six months to five and a half years. This translates to roughly 44 people in the ADP. The jails avoidance of the equivalent of 44 severely mentally ill individuals in the daily population is critical at a time when the jail reports being at 85% capacity in specialized psychiatric housing.

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

Post job openings effective October 1, 2012 and have them filled by October 31, 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.**

This staff is intended supplement current efforts and will allow the current high level and duration of case management to continue. However, it is expected that there will be an increase to the number of clients that remain jail/arrest free which are measured from 31 days to five plus years. The impact is expected to be an additional 100 people in that scale at an equivalent

decrease or avoidance of an additional 12 persons in the ADP of the psychiatric population. (The estimated ADP equivalent is based on the average prior days consumed of the 304 clients evaluated in FY2012. The FY2013 actual may change some based on the prior consumption of the new clients evaluated which may impact the ADP equivalent some). Performance measures for the MHPDO are established based on actual clients and not ADP equivalent.

**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
Clients maintained arrest/jail free for six months or greater	N/A	304	325	400

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

The MHPDO will be able to increase the number of clients who remain out of jail 30 days or greater by approximately 100. The primary goal is to see clients continuing through the duration bands measuring length of time since the last release. (See MHPDO Cost Benefits Analysis).

The additional staff allows for leveling of current case manager caseloads to a more sustainable level, which will allow service levels/case management duration to be held at 180 days post disposition.

**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.**

Absent the additional case manager, service levels would likely change in order to bring down the number of active cases to a more manageable level. It is unclear the extent that decreased service levels would have on client stabilization and recidivism, however, it is believed that the level of intensive case management that has been provided is a primary contributor to the number of clients successfully maintained in the community without re-arrest.

**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

<b>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).</b>			
N/A			
<b>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.</b>			
The MHPDO regularly collaborates with the psychiatric manager at the Del Valle Correctional Complex.			
<b>11.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>		<b>Y</b>
	<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>		
<b>Building Address</b>	2201 Post Road	<b>Floor #</b>	2
<b>Suite/Office #</b>	200	<b>Workstation #</b>	2IDF-010
<b>12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).</b>			
<b>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)</b>			





# *Mental Health Public Defender Office Cost-Benefit Analysis 2012*



## *Justice and Public Safety*

*Roger Jefferies,  
County Executive*

*PO Box 1748 Austin, Texas  
78767*

*(512) 854-4415*

*7/2/2012*

### *Report and Analysis:*

*Tonya Mills, Planning Manager  
Eric Calkins, Senior Planner*

### *Data and Contributing Analysis:*

*Cory Cameron, Financial Analyst  
Meg Seville, Travis County Sheriff's Office  
Danny Smith, Travis County Sheriff's Office  
Maria Wedhorn, Travis County Sheriff's Office  
Travis Gatlin, Planning and Budget Office*

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## **EXECUTIVE SUMMARY**

Travis County is doing something right. Our jail population, which, as recently as 2008 averaged in the 2,600 range in daily population, is now hovering consistently in the 2,200 to 2,300 hundred range in daily population. This is occurring as bookings have been flat over the same period. A number of innovative initiatives established over the last several years by the District Attorney, the County Attorney, the Criminal Courts, Criminal Justice Planning, and other justice partners can be credited for this sustained reduction. Perhaps the most creative of the initiatives which have impacted our jail population is the Mental Health Public Defender Office (MHPDO) established in 2007. The MHPDO is one of the first of its kind in the country. The MHPDO, consisting of 2 attorneys and 4 case management staff, along with 2 support staff, work with severely mentally ill misdemeanor defendants in Travis County's criminal justice system. Their overarching objectives as set out in the beginning of the office are to:

- Minimize the number of days a person with mental illness spends in jail.
- Reduce recidivism by providing intensive case management services.
- Increase the number of dismissals among defendants with mental illness
- Enhance legal representation by providing attorneys with specialized knowledge needed to defend persons with mental illness.

In June 2011, Justice and Public Safety presented the first part of an evaluation of the MHPDO that illustrated how the office was meeting these objectives. We then committed to complete a second part of the evaluation to examine the MHPDO's return on investment. The report which follows provides a brief summary of the first part of the evaluation and goes on to estimate the cost savings and avoidances for the County generated by the MHPDO, and makes recommendations for future investments in the office.

In summary, the analysis revealed that over the last five and a half years, 304 clients of the MHPDO, who would have likely been rearrested and returned to jail sometime in that period, remained arrest and jail free. This has resulted in annual jail bed day savings, aggregating to 16,233 jail bed days in FY2011, which translates into 44.5 people in the jail's ADP. The jail bed day savings coupled with other quantifiable costs have created a cost avoidance of \$1,199,123. During the same period the County has invested \$1,375,000 in the operations of the office resulting in a net cost of \$175,000 to provide an increased quality of legal representation, as well as critical case management services for this vulnerable population.

Based on the estimates of continued cost avoidances in the analysis, the MHPDO should break even, meaning the cost avoidances will have become greater than the county monetary investment, in FY 2013 and should continue positive returns on investment going forward. It also should be noted, while not included in the overall cost avoidance analysis in the report, had the ADP of this mentally ill population not been reduced by the 44.5 as a result of the success of the MHPDO, it is likely the jail would have had to open an additional unit for mentally ill inmates at a cost of \$600,000 annually.

One of the keys to success for the MHPDO, in addition to the collaborative legal strategies employed by the MHPDO attorneys and Travis County's mental health court, has been the presence of two social workers and two case workers. These dedicated county staff work with this very difficult population to navigate the County's complex systems to provide housing, medication, clinic visits, and other vital services which help keep their clients out of the criminal justice system. With the ongoing growth in their caseload over the last five and a half years, the MHPDO's case management staff has built up caseloads of 60 to 70 each. This high level of caseload has become unsustainable. Within a broader staffing plan for the next three years, we are recommending in the report that follows that the County consider funding an additional case manager for FY 2013. This will allow the existing staff to reduce their caseloads to a more manageable 40 to 50 cases and allow for the recognition that case management period for this population often exceeds the original estimate of 120 days following the disposition of the client's case.

## **THE MENTALLY ILL IN THE TRAVIS COUNTY CRIMINAL JUSTICE SYSTEM**

Travis County, like many local jurisdictions throughout the nation, has grappled with mentally ill individuals in the criminal justice system for some time. It has been noted that as states began to cut funding for mental health and reduce state hospital beds, more and more individuals with mental illnesses became engaged in the criminal justice system and began filling beds in local jails.

The Treatment Advocacy Center reports that as a result of deinstitutionalization and funding cuts, **more persons with mental illness are in jails and prisons than are in hospitals. Nearly 300,000 individuals with schizophrenia or bipolar disorder are in jails and prisons nationally. This represents 16% of the total inmate population. Today, fewer than 70,000 individuals with schizophrenia or bipolar disorder are in state psychiatric hospitals receiving treatment for their disease.**<sup>1</sup> Additionally, the Treatment Advocacy center reports that nearly 1/3<sup>rd</sup> of the estimated 600,000 homeless are individuals with schizophrenia or bipolar disorder.<sup>1</sup>

In Travis County, between December 31, 2008 and December 31, 2011, there have been 9,470 people booked in to the Travis County Jail with a mental health diagnosis. These individuals accounted for 14,709 bookings, or an average of 1.55 bookings per person. Of these persons evaluated over the last three years, 27%, or 2,570 people, had two or more bookings (an average of 3.04 bookings per person) and were defined as a “frequently incarcerated” population. The “frequently incarcerated” population stayed in custody for an average of 43.99 days, consuming a total of 343,554 jail bed days (JBDs), which accounts for roughly 314 people in the average daily jail population. This means that some combination of approximately 12% of the “frequently incarcerated” mentally ill sample has been in custody every day for the last three years.

## **AVAILABLE TOOLS TO ADDRESS THE MENTALLY ILL IN TRAVIS COUNTY**

In Austin and Travis County, a number of programs and initiatives have been established to address the ongoing challenges of persons with mental illness in the criminal justice system. These programs include:

### **County Funded or Co-Funded Programs:**

- **MCOT – Mobile Crisis Outreach Unit**
- **CIT (Crisis Intervention Team)**
- **Road to Recovery**
- **Mental Health Docket**
- **Mental Health Public Defender Office**
- **Travis County Sheriff's Office (Psychiatric and Mental Health programming)**

### **Non-County Funded Programs:**

- **DACC – Downtown Austin Community Court**

<sup>1</sup> <http://www.treatmentadvocacycenter.org/a-failed-history>

- ***Probation Programs***

Combined, these tools constitute the Travis County “toolbox” that can be used to address the needs of persons with mental illness and to address the growing concern/impact of these individuals within the criminal justice system.



## **MHPDO - PART I HIGHLIGHTS**

This section is a brief summary of the findings from the initial Cost-Benefit Analysis presented in May 2011. The data presented in this section remains as it was in that document. Further analysis and additional data will be discussed later in the report.

Part one of the MHPDO Cost Benefit Analysis found that the Mental Health Public Defender Office was meeting the objectives that were set at the office's inception. The office has also added value through new objectives developed from lessons learned and best-practices adoption while pioneering the office.

As defined in the charter of the MHPDO in 2007, the objectives of the MHPDO are to:

- Minimize the number of days a person with mental illness spends in jail
- Reduce recidivism by providing intensive case management services
- Increase the number of dismissals among defendants with mental illness
- Enhance legal representation by providing attorneys with specialized knowledge needed to defend persons with mental illness

For the purposes of this cost-benefit analysis we examined the objectives set at the foundation of the MHPDO, the new objectives developed from lessons learned and best-practices adoption while pioneering the office, and other key performance indicators to more deeply study the execution of the MHPDO. Since inception through March 2011, the MHPDO has been appointed to **1,236 legal cases** (735 clients) and has had **1,762 case management** referrals (562 through social referrals).

The cost-benefit analysis looked at these cases and associated appointments and has concluded that the MHPDO has successfully achieved most of its original objectives including a reduction in jail bed days, an increase in dismissals, a reduction in recidivism and enhanced knowledge about persons with mental illness.

- Of the 735 MHPDO legal clients evaluated, the number of bookings post-MHPDO involvement has decreased by 38% and jail bed days consumed has decreased by 13% between 2001 and 2011
  - During the same time frame, the average number of days between bookings is 129 days, up from 122 prior to appointment to MHPDO
  - The average number of days since last released from jail for MHPDO clients is 517 days
  - Of the MHPDO clients evaluated since inception; 39% have not been rearrested in one to five years
  - A total jail bed day reduction was realized during the period evaluated, equating to a decrease of 7 inmates per day in the average daily jail population
- Through social referrals from private attorneys, case managers within MHPDO have served 562 clients; of the clients evaluated post-MHPDO involvement, bookings were reduced by 57% and jail bed days consumed decreased by 20%
  - During the same time frame, the average number of days between bookings for social referrals is 126 pre-MHPDO, and 103 post-MHPDO

- The average number of days since last released from jail for MHPDO clients for social referrals is 385 days
- Of the MHPDO social referral clients evaluated, 21% have not been rearrested in one to five years
- A total jail bed day reduction was realized during the period evaluated, equating to a decrease of 8 inmates per day in the average daily jail population
- Forty two percent (42%) of the legal cases closed were closed as dismissals
  - The average length of stay for MHPDO clients is 16.5 days for Class A misdemeanors compared to 19.4 days for non-MHPDO mentally ill inmates
  - The average length of stay for MHPDO clients is 9.8 days for Class B misdemeanors compared to 11.4 days for non-MHPDO mentally ill inmates
  - The average length of stay on misdemeanor charges for incompetent MHPDO clients was reduced by 28.6 days in FY11 over FY10

The MHPDO has also shown to have had a constructive impact on the culture and development of how the Courts and MH Wheel do business, namely in the MHPDO's execution of an unrestrained, "hands-on" forensic case management. Their distinctive case management methodology has resulted in increased quality of life and sustained connection to services for MHPDO clients, and accounts for the decrease in recidivism rates. These findings are further substantiated in Mental Health Stakeholder surveys and independent review from The Spangenburg Project (TSP), as well as a recent Texas Task Force on Indigent Defense study, both available from our office upon request. While noticeable inroads have been made in quality outcomes for the majority of MHPDO clients, 10.7% (79 of the 735 evaluated) have proven to be chronic offenders (clients with ten or more arrests post-MHPDO involvement) who are non-responsive to the Office's case management methodologies, and have historically been to be difficult to stabilize.

**PART II ANALYSIS: Additional Legal Analysis and Comparison to the Wheel**

Following phase one of the MHPDO cost benefit analysis, additional legal analysis was conducted to further compare the legal representation provided by the MHPDO to that provided by private attorneys through the Mental Health Wheel (Wheel).

Court data which highlights all mental health cases appointed between June 2005 through June 2011 demonstrated that the MHPDO is able to reach legal disposition in their cases approximately two times faster than Wheel attorneys. The table below outlines these findings by charge level.

**Table 1: Average Days to Disposition, June 2005 through June 2011**

Charge Level	MHPDO	Wheel
Class A Misdemeanor	30.25	69.75
Class B Misdemeanor	19.56	41.62
Misdemeanor Undetermined	29.58	66.09

Source: Travis County Criminal Courts

Also reviewed were the dismissal rates of both Wheel attorneys and the MHPDO. Since inception through January 31, 2012, the MHPDO has had 904 clients and been appointed to 1,546 legal cases. In part one analysis, MHPDO data revealed a 42% dismissal rate since inception. This is consistent with findings from the analysis of court data where the MHPDO dismissal rate was 39% and Wheel attorneys are 22%. A 3-5% error rate can be applied, because once there is a finding of incompetence, most cases are transferred to the MHPDO and the attorney of record is often not changed in the court system. This can skew the dismissal rates.

In Table 2 below, MHPDO data related to dismissal rates for each fiscal year are shown without the error rate adjustment:

**Table 2: MHPDO Legal Case Outcomes FY10 through FY12 (To date)**

	FY10		FY11		FY12TD*	
	Total	Pct.	Total	Pct.	Total	Pct.
Legal Cases Accepted	358	-	346	-	152	-
Legal Cases Closed	368	103%**	338	97%	151	99%
Dismissed	155	42%	143	42%	72	49%
Plea Agreement	174	48%	155	46%	66	44%
Re-Appointed	27	7%	22	7%	3	2%
Convicted at Trial	0	-	0	-	0	-
Acquitted	0	-	0	-	0	-
Other	11	3%	18	5%	7	5%

\*As of February 29, 2012.

\*\*Case closures can include legal cases that were initiated in a prior fiscal year.

These are measurable outcomes that speak to the increased quality of representation via the MHPDO. It is believed that there are also cost avoidances realized by the Courts which are generated by the MHPDO as a result of the decreased days to legal disposition. However, a sound methodology for doing this analysis should be developed by Justice and Public Safety, Criminal Courts Administration and the Planning and Budget Office. Historically, it has been difficult to distinguish between in jail and out of jail

cases within the court systems. Making this distinction clear would be necessary to conduct an accurate analysis, as not all of the cases are in jail at the time of legal disposition. Criminal Courts Administration is bringing a software and business intelligence package (Zone 4) online soon, which will make these kinds of analyses possible in the future.

The last piece of comparative analysis between the legal representation of the MHPDO and the private attorneys through the Mental Health Wheel was the cost of legal representation. Based on the same court data, Wheel attorney invoice amounts were reviewed to capture the average invoice submitted. The average invoice was \$186.95.

It is difficult to conduct an “apples to apples” comparison of the legal representation provided by the MHPDO and the Wheel attorneys. The MHPDO budget includes the office’s social workers and case management team who are often tasked with assisting Wheel attorneys in understanding a client’s diagnosis, developing plans and resources for clients upon release.

Additionally, case acceptance for the MHPDO attorneys can be limited when the case management team is at or near capacity, making it difficult to impossible for the office to effectively bring down the cost for legal representation through taking additional cases. Currently, it is estimated that the cost for legal representation in the MHPDO is \$635 per case, accounting for the two attorney’s salaries. Including the support staff in the office, but excluding the case management team (as they also provide some support to Wheel attorneys), the cost per case is \$941.

On the surface this cost comparison seems to present a wide variation from the cost of Wheel attorneys. It is important to note the cost savings generated by the office as a whole through both expedited legal work and ongoing community support from the case management team. Later sections in this report consider additional savings generated and offsets the overall cost of the office by these savings.

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### *MHPDO Case Management*

The data discussed in the next section suggests that intense, dedicated case management is one key to the success of the MHPDO. Since inception through January 31, 2012, the MHPDO case management team has had 2,149 referrals (603 through social referrals). The level of engagement and “hands on” support provided by the MHPDO case management staff are some of the factors that differentiate them from other resources in the community.

It is important to note that the original targets for caseloads, for both legal cases and social referrals, have shifted as the office has matured. The clients that the MHPDO serves are often severely and persistently mentally ill; often their clients are found incompetent. These cases have been found to require more intensive case management, both while clients are incarcerated and upon reentry, than originally anticipated.

When the MHPDO was designed, it estimated that the two attorneys in the office would serve 400 legal cases per year and that the team of four case management staff would work with clients for 120 days following the disposition of the legal case. The office took 346 legal cases in FY11, which was short of the 400-case target. As case management caseloads began to exceed reasonable levels, attorneys found that they had to slow the rate of new case acceptance in order to prevent overwork and degradation of service on the part of the case management team. The case load for the MHPDO case management staff has risen since the start of FY11, which ended with an average caseload per caseworker of 58. As of February 29, 2012, the average caseload per caseworker for FY12 was 68. The

high across the last two fiscal years was a staggering 73, occurring in December, 2011. The MHPDO typically serves high-needs clients at Levels of Care (LOC) III and IV. As a comparison, as of May 2011, caseloads within the Austin-Travis County Integral Care (ATCIC) program, which serves clients with similar diagnoses and characteristics, were lower, at 20.31 per caseworker for LOC III and 8.65 per caseworker for LOC IV.

The data we have suggests that caseloads in the MHPDO do not need to be as low as they are at ATCIC. Caseloads in the 40-50 per caseworker range seem reasonable and sustainable. *It is worth noting that the 73 cases per caseworker average caseload that occurred in December, 2011 was nearly double the high end of the suggested range. Furthermore, the MHPDO has not seen average monthly caseloads below 47 in the last two fiscal years on record.*

As of February 29, 2012, the MHPDO case management team had a total of 266 active cases, open for an average of 201 days. With an average of 25 days to legal disposition of cases, this means that on average, the case management team currently follows clients for 176 days, post-disposition.

Table 3 below demonstrates an effect of maintaining cases for an adequate time to stabilize clients. Even as referrals drop somewhat, the average active caseload nonetheless increases from year to year:

**Table 3: MHPDO Case Management Caseloads**

Caseworker Data	FY10		FY11		FY12(TD)*	
	Total	Pct.	Total	Pct.	Total	Pct.
Total Client Referrals	513	-	438	-	190	-
MHPDO Legal	358	70%	346	79%	152	80%
Social Referral	155	30%	92	21%	38	20%
Avg. # of Cases Open to CM Svcs.	216	-	232	-	273	-
MHPDO Legal	146	68%	165	71%	209	77%
Social Referral	70	32%	67	29%	64	23%
Average Active Caseload	54	-	58	-	68	-

\*Through February 29, 2012

There are several points to note about the data in Table 3. First, the lengthy engagement of case management with clients is beginning to have a pronounced effect on caseloads in 2012. While incoming referrals are tracking only slightly above where they were in February of FY11 (190 in FY 12 vs. 180 in FY11) there are more substantial jumps in both the average number of cases open to case management, and, most significantly, in the average active caseload. The change from 57 (as of February 28, 2011) to 68 is a jump of over 17%.

This is happening for multiple reasons. First, the MHPDO case management team often keeps cases open longer than the 120 days imagined in the original grant application. The staff works closely with ATCIC and other entities to ensure rapid engagement in services, and then monitors to ensure the client is stable prior to closing the case. However, staff has discovered that in order to achieve success with many of their clients, they've had to adopt a more holistic approach. For example, in some instances, even clients who are connected with ATCIC and/or in transitional or semi-permanent housing still require some level of case management from the MHPDO case management team due to the complexity of their unique individual cases, symptoms, and/or needs.

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Additionally, the MHPDO is the primary referral source for incompetent defendants from the Mental Health Docket. These clients typically take considerable time to situate and stabilize within the community and will often require more than 180 days of case management. It can often take close to 180 days just to get benefits started, which can often be a prerequisite for entry into many service providers within the community.

Third, as can be seen in Table 3 on page 10, anywhere from 20% to 30% of cases open to case management were classified as Social Referrals. These types of cases consist of Wheel Attorney cases, or old legal cases that are reopened as social referrals. A typical scenario for this second type of social referral could be when a client in crisis whose case has been closed for many months or years reaches out to their MHPDO caseworker. The caseworker then re-opens the client's case as a social referral in order to intervene and help the client to stabilize and/or navigate necessary systems, thereby preventing the client from decompensating and potentially becoming re-engaged in the criminal justice system.

Staff believes the unique flexibility to be able to re-open such cases is one of many contributing factors to the success of the MHPDO. The out of the box thinking and unique application of first the legal representation and the ongoing intensive case management have led to the successful stabilizing and re-entry of a number of MHPDO clients, who have remained arrest free since their last release at different intervals, up to five and a half years. These clients are discussed in the next section.

#### *Days Since Last Released*

Analysis was done to determine how long MHPDO clients are staying out of jail as well as to highlight those who have not been re-arrested in the last six months to five years. Again while it is not possible to definitively assert what would have happened absent MHPDO legal and case management involvement, it is certainly reasonable to estimate a potential avoidance of jail bed days as a result of those clients who have not been back to jail.

This following analysis looks at 472 of the 904 MHPDO Clients to date through January 31, 2012. Excluded from the 904 initially are the clients whose last arrest included a felony. In order to avoid skewing the outcomes with individuals who may have been released to Texas Department of Corrections, we included only the 735 MHPDO Legal clients whose last charge was a misdemeanor, indicating release back in to the community. Further excluded from the 735 used for this analysis are the 271 individuals who only had one arrest during the period evaluated. This was done to avoid basing savings on individuals who do not have a history of arrests and therefore might not have returned to jail regardless of the MHPDO's legal and case management support.

The remaining 472 clients were captured in their respective "days since last released" categories. In order to evaluate the impact to jail bed day consumption and to identify savings or cost avoidances associated with their success, impact to the ADP was calculated using their prior jail bed day consumption. Table 4 on the following page outlines the data as described.

**Table 4: Legal Cases – Days Since Last Released**

MHPDO - Legal Cases (Days)	Number	JBD 's Saved Based on Category	No. In ADP
0-30 days	11	-	-
31-60 days	29	261.84	.48
61-90 days	56	851.83	1.87
90-120 days	36	658.89	1.55
120-180 days	36	851.02	1.86
6 Mo's to 1.5 years	133	5,561.15	15.24
1.5 to 2.5 years	75	4,967.07	13.61
2.5 to 3.5 years	48	2,716.54	7.44
3.5 to 4.5 years	36	2,655.67	7.28
4.5 to 5.5 years	12	834.21	2.28
<b>Total</b>	<b>472</b>	<b>19,358.23</b>	<b>53.04</b>

Based on the prior jail bed day consumption, between FY2002 and FY2012 through January 2012, the 472 individuals represented in Table 4 spent 139,517 collective days in custody. Since the 472 individuals didn't spend every day in jail during the period evaluated, it would not be appropriate to say that those individuals represent a person for person reduction in the ADP going forward. In order to determine the impact to the ADP of the last five and a half years, it was assumed that similar frequency of arrest and jail bed day consumption would have continued in the future absent the MHPDO's support. Based on their prior consumption of jail bed days over the period evaluated, calculations were done to determine this group's impact to the average daily jail population. When aggregated across all categories, and with prior jail bed day consumption adjusted to only reflect the amount of time they have been out of jail, the 472 MHPDO clients represented in Table 4 have created an avoidance of 53.04 people in the average daily jail population.

Cost savings and cost avoidances can now be calculated based on the average number of people per day that have been reduced from the ADP. The savings related to the clients represented in Table 4 are discussed in the Return on Investment section later in this report. Only those who've been out of jail for at least six months were used to calculate savings/avoidances.

## RETURN ON INVESTMENT USING OUR TOOLS

Many of these tools in the Travis County “toolbox” have been specifically designed to improve the quality of life for persons with mental illnesses in our community and to offer them much needed assistance in navigating complex legal and community support systems, as well as to reduce the number of persons with mental illness in the Travis County Jail. As a part of gauging program effectiveness and performance, cost benefit studies should be done regularly to assess cost effectiveness and jail/community impacts.

When evaluating programs designed to reduce the jail population, establishing the cost/benefit or return on investment can be daunting and sometimes misleading. Establishing overall cost is relatively straight forward, as budgets exist to drive that process. Relating the costs associated with particular populations within the jail to projected savings is more difficult and complicated. While the staffing ratio in the Travis County Jail seems simple at one corrections officer for every forty-eight inmates, an average daily jail population of 2,500 takes far more than 52 officers to manage ( $2,500/48=52$ ). This is largely due to the diversity of inmate populations and associated security issues, since the jail is bound by a multifaceted security classification system. This classification system exists to deal with housing issues such as, but not limited to:

- male and female inmates cannot be housed together
- minimum security inmates cannot be housed with maximum security
- certain inmates require administrative segregation, and
- severely mentally ill inmates may need to be housed in specialty units

### *Estimating Costs/Savings Associated with Jail Bed Day Reductions*

Historically, in order to establish costs associated with serving/incarcerating certain populations in the jail, a general “cost per day” was established. This cost has been demonstrated to vary from \$45 per day to secure inmates in the Travis County Jail to \$100+ estimated per day to secure inmates with mental illness. These costs include both fixed and marginal costs associated with managing the jail. The total costs were then shifted to an estimated savings, when projected jail bed day savings by a program or initiative were established. For example, take an initiative that is targeted to reduce mentally ill inmates in the average daily jail population by 25 inmates at a cost of \$100 per day. Based on those numbers, projections would seem to indicate that this reduction would create a cost savings of \$912,500 per year, as seen below:

- 25 inmates X 365 days = 9,125 jail bed days saved
- 9,125 jail bed days saved x \$100 per day = **\$912,500**

While on the surface this logic and math seems reasonable, it is an oversimplification to definitively conclude that such a savings could be realized by the jail at a dollar for dollar rate, with those savings shifted to either continue funding the current initiative or other similar initiatives. A given initiative or program may indeed create a cost savings, but unless it is such a large initiative that it creates a sustained reduction of sufficient jail bed days to close an entire unit, it is unlikely that a dollar for dollar cost versus savings can actually be realized. This is especially true when the total cost includes the custody cost to secure these individuals.



To help illustrate this, let's examine the previously estimated 9,125 jail bed days saved by the hypothetical sample initiative. These jail bed days would likely be spread among inmates with differing classification statuses and levels of care from various units within the jail. A reduction of even 10-15 inmates from one unit would not make it possible for a unit to be closed and the associated security resources eliminated or shifted, since there would be other inmates remaining in that unit who would need to be secured. Therefore, including the cost to incarcerate these individuals as an overall cost associated with serving this population, and translating that cost as a potential savings is both unrealistic and inaccurate.

Additionally, while looking at specialty populations such as the mentally ill, costing jail bed days as described above also assumes that absent their mental illness, these populations would not have been charged with a crime. While it is true that many of the persons in local jails who have a mental illness would likely not come into contact with the criminal justice system if they were stable and receiving services in the community, it does not follow that this would always be true for all such individuals. Some of the individuals with mental illnesses who have committed crimes would likely be incarcerated for the crimes that they have been charged with regardless of their mental illnesses. Stated another way: absent mental illnesses and the costs associated with treating mental illnesses in the jail, some of these individuals still might commit infractions, become incarcerated, and require a jail bed.

For these reasons, when estimating a return on investment in programs designed to reduce the average daily jail population, the focus should be on marginal costs associated with different specific jail populations. This ensures that when assumptions about *reductions* in the average daily population are applied, actual savings can be realized. When looking at the mentally ill population, realized and sustained reductions of inmates in the average daily population will have a cost savings impact on marginal costs such as pharmaceuticals, psychiatric services, treatment staff/counseling and medical costs, etc.

A small group of staff from Justice and Public Safety, the Travis County Sheriff's Office and the Planning and Budget Office worked to develop the average daily jail costs to apply to both costs savings and cost avoidances related to specialty populations. The total daily costs are outlined in Table 5; however the entire cost breakdown can be found in Appendix A.

**Table 5: Costs and Cost Avoidances**

Cost Type	General Pop (Excludes MH, MHSN & MSN)	Mental Health (MH)	Mental Health Special Needs (MHSN)	Medical Special Needs (MSN)	Total Population (Includes all)
<b>Total Correctional Costs (Cost Avoidances or actual daily custody costs)</b>	<b>\$87.90</b>	<b>\$91.97</b>	<b>\$142.00</b>	<b>\$225.53</b>	<b>\$96.71</b>
<b>Total Operating Costs (Cost Savings)</b>	<b>\$9.27</b>	<b>\$11.56</b>	<b>\$35.38</b>	<b>\$74.19</b>	<b>\$13.54</b>

*\*NOTE - Central booking costs are not included in any of the average daily costs.*

In FY2011, it is estimated that 25% (604) of the 2,416 people in the average daily jail population were treated for a mental illness. With an average of 211 people daily at \$35.38 per day and 393 people daily at \$11.56 per day, it is estimated that the marginal daily cost within the Travis County Jail related to

treating all inmates with mental illness was \$12,008.26 per day in FY2011. This annualizes to a total of \$4.51 million dollars to treat mental illness in the jail, excluding custody costs.

The "Total Operating Costs" are the values that have been identified as acceptable to use to identify savings that can be realized associated with specific population reductions. The "Total Correctional Costs" were identified as appropriate to use when identifying future cost avoidances and/or as savings when substantial sustained reductions in the Average Daily Jail Population are realized.

However, the related jail costs estimated in the next section refer to avoidances, rather than savings even though they are calculated as marginal costs. This was done because, although the overall jail population has decreased and stabilized since 2007 when the MHPDO began, the jail has realized an increase in the number of inmates with a mental illness. So while the MHPDO has successfully supported 304 people from returning to jail between six months and five and a half years, the jail has seen those people replaced with others as the community continues to struggle with adequate resources to treat behavioral health and mental illness in the community. As a result, any savings generated by the MHPDO efforts were back filled, and the jail would not have realized actual budgetary savings; rather they avoided an increase of inmates with a mental illness and the associated costs.

Over the last decade, the jail has experienced between 20-25% of their overall inmate population having a mental illness. Had the MHPDO clients evaluated for their savings actually continued their prior frequency of arrest and jail bed day consumption, the jail would have seen an average of 51 more inmates with a mental illness in the ADP. This would have pushed the percentage of mentally ill inmates to 27%, 2% over the high. The MHPDO clients are generally housed in the designated psychiatric housing in the jail, rather than in the general population with other inmates. The jail reports being at 85% of their 159 bed capacity in the psychiatric housing areas in FY2011. Depending on the stability of the clients in those housing areas and their jail classification, an additional unit may have been necessary in order to support an increased ADP of 51. The Planning and Budget Office reports a cost of \$600,000 to open a single post.

### *Targeted Reductions in Bookings & Arrests*

Estimating costs and potential savings with regard to bookings/arrests is a somewhat more straight forward process. Regardless of inmate classification, special needs, or staffing ratios, a reduction in bookings can be directly tied to cost avoidances or cost savings. However, in order to reduce staffing resources within the Central Booking Facility, the reduction in people arrested/booked would need to be significant. Breaking points or specified levels should be established where, as bookings were reduced to a specified number, the savings achieved could be shifted to help fund other resources or enhance those resources which have contributed to the reduction.

The total direct (both City and County) Central Booking expense in FY11 was \$9,490,011 for 58,454 bookings, making the average cost per booking \$162.35. While a reduction in 200 bookings may not mean that resources could be shifted, a sustained reduction at 3,000-5,000 bookings may lead to that result. Currently, Travis County and the City of Austin are negotiating a new Central Booking Inter-local. The City of Austin shares in much of the cost of the operation of Central Booking.

### *Targeted Reductions in Arrests and Lengths of Stay*

Singular programs that achieve reductions in jail bed days which equate to smaller numbers of inmates in the ADP may not achieve sustained reductions large enough to close units or shift jail security resources; however, a multi-pronged effort from multiple initiatives targeting arrests and lengths of stay might begin to make a significant impact.

Additionally, a number of initiatives have been instituted since FY2004 which were designed to reduce lengths of stay, thereby reducing the average daily jail population, at little or no cost to the County. Criminal Courts Administration (CCA), the District Attorney's Office (DA) and the County Attorney's Office (CA) have been instrumental in helping to achieve the remarkably stable jail population in Travis County over the last three years through the creation of specialized dockets, including the magistrates docket, the misdemeanor jail call dockets, and the mental health docket. Also, through refining processes in setting cases, the multi-agency strategy has reduced the number of days to first setting, impacting the average lengths of stay for high jail bed day consumers, thereby reducing the daily jail population. Currently, the average daily jail population is consistently tracking at around 300-350 inmates fewer than it was just four years ago when the annual ADP was 2,646. This has been achieved during a time when system inputs (bookings) have remained relatively constant at approximately 60,000 per year, until a roughly 1,600 booking reduction in FY2011.

System improvements like those established by various county departments can have a broad impact and substantial effects on jail population reduction at little cost to the County. These kinds of changes can pave the way for some resources to shift to other valuable programs and initiatives; initiatives that might not have as large or as easily quantifiable of an influence or return on investment, but do have real, considerable effects on quality of life for the people served, as well as meaningful impacts for the community at large.

Programs and initiatives that are designed to reduce the jail population or average length of stay should be evaluated regularly to determine their effectiveness. Often, initiatives designed to reduce or impact the jail population are effective at achieving those results to the levels at which they are funded, but at the point these programs reach their capacity to serve their impact shifts to a population management tool.

### *Estimating Costs Savings or Cost Avoidances Generated by the MHPDO*

In evaluating the differences in the days to legal case disposition between the MHPDO and Wheel Attorneys, it was determined that a cost savings or cost avoidance would be difficult to estimate as we are currently unable to ascertain the number of in jail versus out of jail cases at the time of legal disposition. However, the expedited case processing should uncover other quantifiable savings. It was assumed that if cases are disposed of more quickly that they must result in fewer case settings, with each case setting having a cost. With that assumption, analysis was done on the total number of settings between 2005 and 2011 for both Wheel and MHPDO cases. The outcomes were that the MHPDO had an average of 4.38 settings per case while the Wheel attorneys had an average of 5.62. The -1.24 settings per case difference indicated an avoidance of 1,132 settings since inception of the MHPDO. At the time of this report, it is not possible to quantify the costs related to a single setting.

As of February 2012, the MHPDO has represented a total of 1,546 cases. Had these cases been represented by Wheel attorneys, it is estimated that the cost of representation would have been \$289,025.

Demonstrated reductions in the number of bookings generated by MHPDO clients, post MHPDO involvement were -1,912 or -324 per year across the five years of MHPDO existence. While it is not possible to say that this reduction is directly reflected in a savings realized by the Central Booking Facility, it can be assumed that had these bookings occurred at the same rate, additional costs may have been incurred. Therefore the booking reduction is being estimated as a cost avoidance realized for Travis County, and at \$162.35 per booking, the MHPDO created a cost avoidance of \$240,200 since inception. This is further illustrated in the break even analysis summarizing all savings and avoidances later in this section.

As discussed earlier, post MHPDO involvement and support, 472 clients have been out of custody between 30 days and five and a half years. The clients who have been out of custody for six months or longer were used to calculate the annual cost avoidances realized. Table 6 demonstrates these savings for each category. Cost avoidances were generated based on the daily marginal cost to treat persons with a serious mental illness in the jail. The daily rate was applied to an adjusted "ADP equivalent". Jail bed days were adjusted to account for the specific recidivism rate of this population. The recidivism rate of the Mental Health Special Needs inmates in a 2006 cohort was 80%, and in a 2008 cohort was 76%. It could be assumed that between 20 and 24% of the MHPDO clients who've not been rearrested since their last release, would have not been rearrested regardless of MHPDOs services and support. Given that, and to fairly apply savings, the prior jail bed days consumed figures were adjusted at the blended rate of consumption of the 20 and 24% representing those not rearrested in the recidivism evaluation.

**Table 6: MHPDO Clients - Released without Re-Arrest - ADP Equivalent and One Year Avoidances**

Time Since Release	Total Clients	Adjusted JBD 's Saved	Equivalent No. In ADP	Cost Per day	FY2012 Cost Avoidance
6 Mo's to 1.5 years	<b>133</b>	<b>5,394.31</b>	<b>14.78</b>	<b>\$35.38</b>	<b>\$190,851</b>
1.5 to 2.5 years	<b>75</b>	<b>4,818.06</b>	<b>13.20</b>	<b>\$35.38</b>	<b>\$170,463</b>
2.5 to 3.5 years	<b>48</b>	<b>2,635.05</b>	<b>7.21</b>	<b>\$35.38</b>	<b>\$93,228</b>
3.5 to 4.5 years	<b>36</b>	<b>2,576</b>	<b>7.06</b>	<b>\$35.38</b>	<b>\$91,139</b>
4.5 to 5.5 years	<b>12</b>	<b>809.18</b>	<b>2.21</b>	<b>\$35.38</b>	<b>\$28,629</b>
<b>Total</b>	<b>304</b>	<b>16,232.6</b>	<b>44.47</b>		<b>\$574,309</b>

Break even analysis was conducted to evaluate each of the currently quantifiable results related to the MHPDO and to determine at what point Travis County has received a fiscal return on investment. Table 7 on the following page demonstrates annual cost avoidances related to eliminated and reduced jail bed day consumption of the 304 clients that have successfully been released from the Travis County Jail, without re-arrest between 6 months and five and a half years. Also included are the quantifiable savings/avoidances related to bookings and Criminal Indigent Defense (Wheel attorney costs). The cost to Travis County each year of the MHPDO's existence is demonstrated to show both annual cost savings, aggregated cost to the County and the projected breakeven point.

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**Table 7: MHPDO Break Even Analysis**

MHPDO - COST SAVINGS/AVOIDANCES	2007	2008	2009	2010	2011	2012	2013	2014
Avoidances Related to Jail/Custody Costs	\$ -	\$28,629	\$119,768	\$212,996	\$383,459	\$574,309	\$703,3877	\$829,318
Related to Reduced Bookings	\$ -	\$25,024	\$55,754	\$53,228	\$53,489	\$52,705	\$53,794	\$53,794
Avoided Wheel Costs	\$17,386	\$59,824	\$58,142	\$67,302	\$64,124	\$62,348	\$62,348	\$62,348
<b>Total Savings/Avoidances</b>	<b>\$17,386</b>	<b>\$113,447</b>	<b>\$233,663</b>	<b>\$333,525</b>	<b>\$501,071</b>	<b>\$689,362</b>	<b>\$819,529</b>	<b>\$945,460</b>
Travis County Investment /MHPDO COST	\$125,000	\$125,000	\$250,000	\$375,000	\$500,000	\$625,000	\$657,110	\$680,109
<b>Travis County Aggregated Breakeven</b>	<b>-\$107,614</b>	<b>-\$119,137</b>	<b>-\$135,473</b>	<b>-\$176,948</b>	<b>-\$175,877</b>	<b>-\$111,515</b>	<b>\$50,904</b>	<b>\$316,256</b>
<b>ANNUAL SAVINGS</b>	<b>-\$107,614</b>	<b>-\$11,523</b>	<b>-\$16,337</b>	<b>-\$41,475</b>	<b>\$1,071</b>	<b>\$64,362</b>	<b>\$162,419</b>	<b>\$265,351</b>

In all, the total cost avoidance since inception of the MHPDO through FY2011 has been \$1,199,123. During that time, Travis County has invested \$1,375,000 in the first stand-alone mental health public defender office in the nation. In a sense, it has cost Travis County \$175,877 in the first five years of operation, just over \$35,000 annually, to improve both the quality of legal representation and to provide a much needed bridge between jail and access to community resources and services. This unquantifiable continuity has improved the quality of life for the clients served through the MHPDO. And while to date Travis County has not seen a total fiscal return on its investment, the MHPDO has begun covering the annual cost of operation through generated cost avoidances, beginning in FY2011. In FY2013, it is expected that the office will break even, where Travis County will realize a fiscal return of \$50,904 on its total investment in the office.

Beyond the purely fiscal results, the MHPDO has clearly had an impact on quality of life of the persons they serve, and the office adds value to the community through stability and consistency of service, and through follow-up and connection to much-needed services.

***How the MHPDO Achieves These Results and How These Results Can Be Expanded***

The MHPDO has been able to achieve significant results for the relatively small number of clients that they have served since inception. They have been successful through a symbiotic relationship between the legal and social work staff, consistency in deploying their support, and through a unique model of "meeting the clients where they are", both physically as well as emotionally. The MHPDO Staff understands that mentally ill clients may not always keep every appointment or always have the

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resources to make appointments in office. Where many agencies may then close a case, MHPDO staff continues to try and work with clients. Both legal and case management staff meets with clients in the jail, in half-way or transitional housing, in homeless camps, at ATCIC, etc. This approach has created an atmosphere of trust where their clients consistently contact their MHPDO when needing assistance. Often, clients whose cases have long been closed will come to the office for help. When working with a population that often "goes off the radar" until re-arrested, this type of relationship is important for building on successes and helping these clients have long stays out of the jail and criminal justice system.

Because of the often lengthy process of getting individuals connected to services and stable in the community, it is recommended that the benchmark for case management services, post legal case disposition, be recognized at 180 days as opposed to 120. This would be consistent with the current averages that the office is experiencing as referenced on page 9.

There has been a 28% increase in case management caseloads since FY2010, from an average of 54 in FY2010 to an average of 69 FY2012 to date (through April). Research related to industry standards for forensic case management caseloads has not provided results to this point. Currently the closest comparison is the ATCIC caseloads. JPS and the MHPDO believe that the MHPDO case management team can achieve results with a higher caseload than that of the ATCIC, and MHPDO suggests a benchmark between 40 and 50 cases. JPS concurs with this as the addition of a single case manager would provide a higher level of case management at 400 cases per year providing for an average of 180 days open per case.

Considering the length of time that cases remain open in order to stabilize MHPDO clients, the size of the current case manager caseloads and the relational impact of legal caseloads on case management caseloads, JPS is recommending the addition of a case manager in FY2013. While the MHPDO case management team has been able to achieve results with caseloads in the 60-70 range, they report that working with this difficult population at that level is not sustainable from an individual workload perspective.

Additional break even analysis was done to see the impact adding a case manager would have. Adjusting both the cost of the office and the impact that additional resources would have to the associate jail cost avoidances, the addition of one case manager in FY2013 is cost neutral. Table 8 on the following page demonstrates this.

**Table 8: MHPDO Break Even Analysis- Adding a Single Case Manager in FY2013**

MHPDO -COST SAVINGS/AVOIDANCES	2007	2008	2009	2010	2011	2012	2013	2014
Avoidances Related to Jail/Custody Costs	\$ -	\$28,629	\$119,768	\$212,996	\$383,459	\$574,309	\$747,137	\$912,443
Related to Reduced Bookings	\$ -	\$25,024	\$55,754	\$53,228	\$53,489	\$52,705	\$53,794	\$53,794
Avoided Wheel Costs	\$17,386	\$59,824	\$58,142	\$67,302	\$64,124	\$62,348	\$62,348	\$62,348
<b>Total Savings/Avoidances</b>	<b>\$17,386</b>	<b>\$113,447</b>	<b>\$233,663</b>	<b>\$333,525</b>	<b>\$501,071</b>	<b>\$689,362</b>	<b>\$863,279</b>	<b>\$1,028,585</b>
Travis County Investment /MHPDO COST	\$125,000	\$125,000	\$250,000	\$375,000	\$500,000	\$625,000	\$710,033	\$734,884
<b>Aggregate TC Breakeven</b>	<b>-\$107,614</b>	<b>-\$119,137</b>	<b>-\$135,473</b>	<b>-\$176,948</b>	<b>-\$175,877</b>	<b>-\$111,515</b>	<b>\$41,731</b>	<b>\$335,432</b>
<b>Annual Savings/Avoid</b>	<b>-\$107,614</b>	<b>-\$11,523</b>	<b>-\$16,337</b>	<b>-\$41,475</b>	<b>\$1,071</b>	<b>\$64,362</b>	<b>\$153,246</b>	<b>\$293,701</b>

To build on the successes of the MHPDO and create an opportunity to have a large enough impact to the ADP that a Justice Re-Investment approach could be used (where the ADP could be lowered enough to reinvest dollars used to incarcerate individuals), the “reach” of the MHPDO needs to be extended. If Travis County is to start taking the office to scale and increase the number of legal cases taken each year, it would be necessary to incrementally add attorneys. Lessons learned during the first five years with respect to the relationship of the attorneys and case management staff as well as the duration of cases post legal disposition, it is also necessary to add case managers to support the additional clients/legal cases. The break even analysis in Table 9 below illustrates that the addition of one attorney and two case managers in FY2014 is also cost neutral.

**Table 9: MHPDO Break Even Analysis- Adding 1 Attorney & Case Management Team in FY2014**

MHPDO -COST SAVINGS/AVOIDANCES	2007	2008	2009	2010	2011	2012	2013	2014
Avoidances Related to Jail/Custody Costs	\$ -	\$28,629	\$119,768	\$212,996	\$383,459	\$574,309	\$703,387	\$916,818
Related to Reduced Bookings	\$ -	\$25,024	\$55,754	\$53,228	\$53,489	\$52,705	\$53,794	\$80,691
Avoided Wheel Costs	\$17,386	\$59,824	\$58,142	\$67,302	\$64,124	\$62,348	\$62,348	\$93,522
<b>Total Savings/Avoidances</b>	<b>\$17,386</b>	<b>\$113,447</b>	<b>\$233,663</b>	<b>\$333,525</b>	<b>\$501,071</b>	<b>\$689,362</b>	<b>\$819,529</b>	<b>\$1,091,031</b>
Travis County Investment /MHPDO COST	\$125,000	\$125,000	\$250,000	\$375,000	\$500,000	\$625,000	\$657,110	\$895,322
<b>Aggregate TC Breakeven</b>	<b>-\$107,614</b>	<b>-\$119,137</b>	<b>-\$135,473</b>	<b>-\$176,948</b>	<b>-\$175,877</b>	<b>-\$111,515</b>	<b>\$50,904</b>	<b>\$246,614</b>
<b>Annual Savings/Avoid</b>	<b>-\$107,614</b>	<b>-\$11,523</b>	<b>-\$16,337</b>	<b>-\$41,475</b>	<b>\$1,071</b>	<b>\$64,362</b>	<b>\$162,419</b>	<b>\$195,710</b>

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The combination of the legal and case management pieces of the office is instrumental in realizing decreases in jail bed days, bookings and incremental court costs. Taking these successes to scale may begin chipping away at the 2,600 frequently incarcerated individuals that account for roughly 283 person equivalent present every day in the ADP over the last three years.

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## **CONCLUSIONS AND RECOMMENDATIONS**

The MHPDO has proven itself to be a vital tool in the County's toolbox addressing the mentally ill who cycle through the criminal justice system. Over the history of the office, they have helped almost a thousand clients avoid unnecessary jail time, navigate and get connected to services, avoid re-arrests, as well to help clients to become stable and obtain housing. While it's important to note the impact all of this has on the ADP and for present and future cost avoidances for the County, there are broader societal cost avoidances and community impacts that need to be highlighted as well.

Consider the fact that the MHPDO consistently obtains dismissals or plea agreements on a vast majority of their cases. This means that people who already endure the hardships that come with surviving as a mentally ill individual in Travis County are frequently spared the stress, disruption, and mental anguish that can come with longer stays in jail. The data clearly shows a decrease in recidivism post-MHPDO involvement.

At the same time, we've seen that the number of incompetent clients within the MHPDO case loads has grown and that the needs of their chronic and persistently mentally ill client base have begun to strain the current staffing level of the MHPDO. The dedication and long-term forensic case management provided by the MHPDO, which is integral to their success, means that average caseloads for attorneys and caseworkers continue to creep upward and have been sitting well above "comfortable" levels for two and a half fiscal years. Despite having to carry such a heavy caseload, the office continues to make gains and have positive impacts. This speaks volumes, and leads to speculation about their potential impact if they were staffed well enough to maintain more reasonable and manageable caseloads.

If the County is to build on the success of the program and scale up to meet the needs of the community, staffing levels will need to increase to prevent burnout and to continue to allow client care and representation to operate at a high quality level.

At this time, JPS recommends a three year growth plan beginning in FY13, should funding permit:

- Add one case manager in FY2013 to level the current case manager's case load to meet the capacity of the current legal capacity.
- Add one attorney and two case managers in FY2014.
- Add one social worker/case manager in FY2015.

JPS further recommends that work with the PBO, Courts and TCSO continue in order to build a cost model that is updated regularly so that ongoing impact can be determined.

## **APPENDIX A**

The following page is the full analysis conducted by the Planning and Budget Office, Travis County Sheriff's Office and Justice and Public Safety with respect to the cost per day for all inmates in the Travis County Jail and further details costs for special populations.

It is important to note that the costs do not always translate dollar for dollar to savings that can be generated by programs attempting to reduce the jail population. Additionally, programs using these figures should ensure that they are applying the marginal/operating costs outlined in the tables for savings unless substantial sustained reductions in the ADP can be attributed to their program or initiative. Pages 12 thru 14 provide examples of using these costs.

DRAFT Estimated Cost per Jail Bed Day Based on FY 11 Actual Expenditures, 5 Yr Avg of CAR, and Estimated Debt Service  
Version as of 3/16/2012

<p>These comparisons are an attempt to assign a value to the estimated cost per day for an inmate. Caution should be used when using these estimates to show program savings or cost avoidance. Estimates are based on actual and average expenditures and assumptions that assigned particular costs to particular segments of the population based on discussions between TCSO, CJP and PBO.</p>	Rated Capacity - includes variance beds	FY 11 Avg Daily Population (ADP)	Estimated FY 11 General Avg Daily POP (Excludes MH, HMSN, & MSN)	Estimated FY 11 Mental Health Avg Daily Pop	Estimated FY 11 Mental Health Special Needs Avg Daily Pop	Estimated FY 11 Medical Special Needs Avg Daily Pop
	3,519	2,416	1,752	393	211	60

Without Central Booking				Estimated Cost Per Day				
Division #	Division Name	Category	Exp	ADP (Total Pop)	Gen Pop (Excludes MH, HMSN & MSN)	Mental Health	Mental Health Special Needs	Medical Special Needs
3706	Support Bureau - Corr & Reh	Personnel	8,418,390	9.55	9.55	9.55	9.55	9.55
3706	Support Bureau - Corr & Reh	Operating	909,486	1.03	1.03	1.03	1.03	1.03
TNR	Centrally Budgeted Fuel and Maintenance- Transportation Vehicles	Operating	94,596	0.11	0.11	0.11	0.11	0.11
Estimated Debt Service	Replacement Vehicles for Transportation	Debt Service	64,462	0.05	0.05	0.05	0.05	0.05
3735	Corrections Bureau	Personnel	51,596,469	58.51	58.51	58.51	58.51	58.51
3735	Corrections Bureau	Operating	6,933,260	7.86	7.86	7.86	7.86	7.86
3735	Corrections Bureau	5 Yr Avg. CAR	1,650,910	1.29	1.29	1.29	1.29	1.29
TNR	Fuel and Maintenance- Corrections and Transportation Vehicles	Operating	185,634	0.21	0.21	0.21	0.21	0.21
Estimated Debt Service	Replacement Vehicles for Corrections	Debt Service	179,552	0.14	0.14	0.14	0.14	0.14
Estimated Debt Service	Corrections Related Buildings	Debt Service	7,077,462	5.51	5.51	5.51	5.51	5.51
3749	Medical Services	Personnel	4,004,506	4.54	1.25	2.23	16.64	73.14
3749	Medical Services	Operating	4,961,789	5.63	1.39	3.66	27.27	65.96
3790	Inmate Services	Personnel	1,974,556	2.24	0.99	1.79	13.59	1.80
3790	Inmate Services	Operating	42,819	0.05	0.02	0.04	0.25	0.37
Personnel Total		Personnel	65,993,921	74.84	70.30	72.08	98.28	143.00
Operating Total		Operating	12,847,353	14.57	10.30	12.59	36.42	75.22
Central Fuel and Maint TTL		Operating	280,230	0.32	0.32	0.32	0.32	0.32
<b>Subtotal - Personnel and Operating</b>			<b>\$ 79,121,504</b>	<b>\$ 89.72</b>	<b>\$ 80.92</b>	<b>\$ 84.99</b>	<b>\$ 135.02</b>	<b>\$ 218.54</b>
5 Yr Avg. CAR Total		CAR	1,650,910	1.29	1.29	1.29	1.29	1.29
Estimated Debt Service TTL		Debt Service	7,321,476	5.70	5.70	5.70	5.70	5.70
<b>Subtotal - 5 Yr Avg. CAR &amp; Estimated Debt Service</b>			<b>\$ 8,972,386</b>	<b>\$ 6.99</b>	<b>\$ 6.99</b>	<b>\$ 6.99</b>	<b>\$ 6.99</b>	<b>\$ 6.99</b>
<b>Correction Related Total</b>			<b>\$ 88,093,889</b>	<b>\$ 96.71</b>	<b>\$ 87.90</b>	<b>\$ 91.97</b>	<b>\$ 142.00</b>	<b>\$ 225.53</b>

Estimate Based on only Operating Expenditures for Corrections Bureau, Medical Services and Inmate Services				Estimated Cost Per Day				
Division #	Division Name	Category	Exp	ADP (Total Pop)	Gen Pop (Excludes MH, HMSN & MSN)	Mental Health	Mental Health Special Needs	Medical Special Needs
3735	Corrections Bureau	Operating	6,933,260	7.86	7.86	7.86	7.86	7.86
3749	Medical Services	Operating	4,961,789	5.63	1.39	3.66	27.27	65.96
3790	Inmate Services	Operating	42,819	0.05	0.02	0.04	0.25	0.37
<b>Operating Total</b>		<b>Operating</b>	<b>\$ 11,937,867</b>	<b>\$ 13.54</b>	<b>\$ 9.27</b>	<b>\$ 11.56</b>	<b>\$ 35.38</b>	<b>\$ 74.19</b>
<b>Correction Related Total</b>			<b>\$ 11,937,867</b>	<b>\$ 13.54</b>	<b>\$ 9.27</b>	<b>\$ 11.56</b>	<b>\$ 35.38</b>	<b>\$ 74.19</b>

## **Budget and Programmatic Issue Analysis**

Criminal Justice Planning submitted their budget at the target level of \$3,465,646. The target is \$279,178 below the FY12 Adopted budget of \$3,744,824 due to:

- \$7,500 reduction for one time funding for Guardianship services,
- \$30,000 reduction for one time funding for Reentry Roundtable,
- \$100,000 reduction for one time funding for the Council on At-Risk Youth,
- \$150,527 reduction for one time funding of the Project Recovery (Road to Recovery) program, and
- \$8,849 increase to reflect the actual healthcare expenses for the department.

The FY13 annualized cost for the Market Salary Survey increases for the department was \$137,561. There are no proposed reclassifications or career ladders for the department. \$32,688 is added for expected retirement and healthcare rate increases.

Criminal Justice Planning has used funding transferred in FY12 from the Commitment to Change program in Counseling and Education Services to create the Inside/Out of Travis County program. It provides intensive case management to inmates at the Travis State Jail. The department has submitted a budget request for additional funds for transitional housing for the clients of this program.

Employee transfer to Sheriff's Office- On June 26, 2012 Commissioners Court approved moving a slot from Criminal Justice Planning to the Sheriff's Office for a reduction of \$81,481. This employee had been working on re-entry and workforce development issues.

Case Worker for I/OTC Re-entry Program Request- Criminal Justice Planning submitted a late request to add a case worker to their Inside/Out of Travis County Program. The department will discuss this request at a budget hearing before Commissioners Court since PBO did not have enough time to evaluate it. The department states the request is for "one social worker to the Inside/Out of Travis County (IOTC) program, who would facilitate the Promoting Reentry Employment and Progress (PREP) provide job readiness training inside Travis State Jail, assist with the monthly Resource Fairs at the Jail with a focus on employment, provide employment case management for ex-offenders in the community and provide case management for a small number of IOTC clients." The amount of this request is \$63,297 for personnel and operating costs.

**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Enhancing Reentry Programming at the Travis State Jail	1
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	Inside/Out of Travis County	
<b>Fund/Department/Division:</b>	001/55/00	
<b>Amount of Request:</b>	\$55,923	
<b>Collaborating Departments/Agencies:</b>	Texas Department of Criminal Justice, Workforce Solutions, Counseling and Education Services, Adult Probation	
<b>Contact Information (Name/Phone):</b>	Kimberly Pierce, 44764	

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

Criminal Justice Planning requests funding to add one social worker to the Inside/Out of Travis County (IOTC) program, who would facilitate the Promoting Reentry Employment and Progress (PREP) provide job readiness training inside Travis State Jail, assist with the monthly Resource Fairs at the Jail with a focus on employment, provide employment case management for ex-offenders in the community and provide case management for a small number of IOTC clients.

The IOTC program is an intensive case management/reentry program for offenders exiting the Travis State Jail. The Commissioners Court approved this new program in FY2011. Services are provided to high risk offenders who are Travis County residents and incarcerated at the Travis State Jail. Case management begins 90 days prior to release from the state jail and, at a minimum, continues for 90 days post-release to maintain stability for clients. Since its inception, employment and job readiness have become incorporated into the program and this has resulted in the need for increased staff. Current staffing for IOTC consists of one Case Management Coordinator, one Social Worker and one Case Manager.

IOTC provides job readiness training inside the Travis State Jail to any inmate who is interested and has partnered with the Workforce Solutions Rapid Employment Model (REM) for job training and job placement for ex-offenders in the community. The IOTC Case Management Coordinator works closely with management at Workforce Solutions to leverage resources and to continue to build a local database of employers open to hiring ex-offenders. Through community outreach, the IOTC Case Management Coordinator will solicit local employers to hire ex-offenders. Staff will continue to work with Travis County Human Resources, as well as the City of Austin, on possible job openings for persons with criminal histories.

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

Funding this request will allow one social worker to provide job readiness training inside Travis State Jail, conduct the monthly Resources Fairs with an emphasis on employment, provide employment case management for ex-offenders in the community and provide intensive case management for IOTC clients. The cost to hire an entry-level social worker is \$42,382 (\$55,923 with benefits).

For inmates in need of job training, Workforce Solutions has agreed to have REM's case management staff assess the inmate prior to release and have him assigned to the appropriate training program immediately when released. In addition to referrals to REM, staff will also refer their clients to many of the other programs offered through Workforce Solutions, such as Re-employment Orientation, Job Search Planning and Accountability, Stress Management Strategies, Basic Resume Writing, Budget Workshops, Helping Employers Learn Your Potential and Post Interview Strategies. Workforce Solutions also offers computer and resume writing labs.

All IOTC Case management staff will work closely with the REM case managers regarding the employment and job readiness needs of shared clients. The additional requested Case Manager would be responsible for assisting non-IOTC, ex-offenders with their employment and job readiness needs and for partnering with REM case managers regarding shared clients. The Case Management Coordinator will work closely with management at Workforce Solutions to leverage resources and to continue to build a local database of employers open to hire ex-offenders.

The IOTC case managers facilitate the PREP job readiness class inside Travis State Jail. This is a 20 hour class offered twice a month to any inmate at the Jail who is interested and is also a requirement for all IOTC clients. Approximately 50 inmates attend each month. This class will have to be discontinued without an additional Case Manager.

Staff will continue to work with community volunteers to assist with this population, as well as utilizing interns from local colleges and universities. Staff will also continue to work with Travis County Human Resources, Transportation and Natural Resources, Facilities Management, as well as the City of Austin, on possible job openings for persons with criminal histories.

Hiring additional IOTC case management staff serves to enhance all the reentry services that are provided at the state jail and in our community. Additional IOTC staff will allow for employment and job readiness endeavors to continue inside the Jail as well as in the community, will increase the overall quality of post release case management and will minimally increase the number of IOTC clients served annually.

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

Adding staff will allow for an increase in the number of high risk offenders receiving case management, support services and employment opportunities in the community and will enable the continuation of the PREP class inside Travis County State Jail.

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

Not approving this request will limit the number of offenders finding employment and receiving case management services in our community and would result in the discontinuation of the PREP class offered inside Travis County State Jail.

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

If approved, the position will be posted within a month of funding, with an anticipated start date in November 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.**

A program evaluation of all county-funded programs at the state jail is being developed by JPS staff. A process and outcome evaluation of employment services provided by Criminal Justice Planning will be completed by the end of the fiscal year and will include numbers served as well as numbers of those individuals who obtained and maintained employment.

**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
# of inmates completing PREP in state jail			0	600
# of clients referred to Workforce Solutions			75	100
# of clients referred to Goodwill employment			50	75
# of clients provided employment services by CJP			0	100
# of IOTC clients served			150	200

**performance measures, service levels, and program outcomes:**

Funding this request will greatly increase the number of inmates being served at the state jail and in the community by providing intensive case management, job placement assistance and reentry services in hopes of a more successful transition and reduction in recidivism.

**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.**

Not funding the request will limit the number of inmates that can access the IOTC program.

**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.**

Management is working with Workforce Solutions REM program to leverage resources for employability training and job placement.

**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.**

Staff has collaborated with CES, HHS, Adult Probation and Workforce Solutions for the development and enhancement of programming as it relates to reentry.

**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:**

<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	



**FY 2013 BUDGET REQUEST ANALYSIS**

**Req #3: Re-Entry Roundtable**  
**Fund: General Fund**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

This is a request for FY13 funding for the Reentry Roundtable.

**PBO Recommendations & Comments:**

Travis County has funded to Reentry Roundtable (RRT) since FY08. The Roundtable is a “community wide collaborative for systemic changes that educates, facilitates, and advocates in order to promote public safety through effective reentry and reintegration of incarcerated and formerly incarcerated persons”. For FY13, the RRT is planning the following:

*(1) The A/TCRRT will educate, facilitate, and advocate for best practices to ensure Travis County criminal justice professionals learn, measure and practice outcomes to deliver sustainable program efficiencies.*

*Deliverable: This deliverable will be to provide a training to corrections professional that will focus on best practices targeting former offenders. Completion of the evidence based trainings shall constitute 20% of the memorandum of understanding. Payment will be made after the successful completion of the training.*

*(2) The A/TRCCR will provide awareness and education to professionals, former offenders, families and the public-at-large with reentry resource brochures and contact information.*

*(3) The A/TCRRT will update the community on reentry initiatives and news related to reentry and reintegration.*

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*Deliverable: The A/TCRRT will write and publish a quarterly electronic newsletter/bulletin that will update the community on reentry initiatives and news related to reentry and reintegration. The newsletter/bulletin shall not solely focus on A/TCRRT committee activities but shall include local, state and national events, trends, legislative news, grant funding opportunities and other noteworthy information relating to reentry as appropriate. The newsletter shall be mailed to all of the A/TCRRT stakeholders and placed on the reentryroundtable.net website.*

*This deliverable shall constitute 20% of the memorandum of understanding and shall be paid quarterly upon completion of each newsletter/bulletin.*

*(4) A/TCRRT will assist the department and HHS on creating a long term strategic plan around offenders returning to Travis County. The plan should identifying gaps and barriers in the delivery of local reentry services with recommended solutions.*

*Deliverable: This deliverable will provide a strategic reentry report that will constitute 20% of the memorandum of understanding and shall be paid upon delivery of the report.*

*(5) From the recommendation from the end of the year report on Citizen's Support, the A/TCRRT will implement the findings and recommendations.*

*Deliverable: The ATCRRT will implement the findings and recommendations from their report on Citizen Support. Deliverable will constitute 20% of the memorandum of understanding and shall be paid quarterly.*

PBO does not recommend funding for this program in the Preliminary Budget. PBO believes that while this program has value, and has recommended funding in the past, Commissioners Court should decide if this program continues to merit funding against other outside agency requests. PBO would also like to know if the Reentry Roundtable has completed their last round of deliverables and if the work produced was valuable to the County for the \$30,000 in funding the program has previously received.

**Budget Request Performance Measures:**

<b>Description</b>	<b>Actual FY 11 Measure</b>	<b>Revised FY 12 Projected Measure</b>	<b>Projected FY 13 Measure at Target Budget Level</b>	<b>Revised FY 13 Measure with Additional Resources</b>
Provide 1 training to local corrections staff which will focus on best practices for working with offenders.	N/A		N/A	1
Participate in four (4) community resource fairs, seminars, and/or other forums.	N/A		N/A	4
Publish a quarterly electronic newsletter	N/A		N/A	4
Write a strategic plan for reentry for Travis County	N/A		N/A	1
Implement recommendations from end of the year report on Citizen's Support	N/A		N/A	1

Above is the list of the FY13 Reentry Roundtable proposed deliverables. Before funding for FY13 would be recommended, PBO would like the department to report on the completeness and quality of previous work and allow Commissioners Court to decide whether it is of sufficient value to continue funding for another year.

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**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Austin/Travis County Reentry Round Table (A/TCRRT)	#4
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	Austin Travis County Reentry Roundtable	
<b>Fund/Department/Division:</b>	55/001/00	
<b>Amount of Request:</b>	\$35,000	
<b>Collaborating Departments/Agencies:</b>	City of Austin, Travis County Sheriff's Office, Travis County Adult Probation, Travis County Juvenile Probation, Travis County District Attorney's Office, Travis County Child Protective Services, State of Texas Attorney General's Office, Texas Department of Criminal Justice, Federal Bureau of Prisons, Austin Travis County Integral Care, University of Texas, Austin Community College	
<b>Contact Information (Name/Phone):</b>	Kimberly Pierce, 4-4764	

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

The A/TCRRT is a community-wide collaborative for systemic change that educates, facilitates and advocates in order to promote public safety through effective reentry and reintegration of incarcerated, and formerly incarcerated persons. With the expansion of the A/TCRRT membership, committees, and Planning Council; Criminal Justice Planning proposes to fund the A/TCRRT in FY13 under a performance based contract to support a new set of deliverables as well as augment existing initiatives.

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

Criminal Justice Planning is requesting \$35,000 in FY13 to contract for professional services by the A/TCRRT to complete the following five offender reentry deliverables/initiatives:

(1) The A/TCRRT will educate, facilitate, and advocate for best practices to ensure Travis County criminal justice professionals learn, measure and practice outcomes to deliver sustainable program efficiencies.

Deliverable: This deliverable will be to provide a training to corrections professional that will focus on best practices targeting former offenders. Completion of the evidence based trainings shall constitute 20% of the memorandum of understanding. Payment will be made after the successful completion of the training.

(2) The A/TRCCR will provide awareness and education to professionals, former offenders, families and the public-at-large with reentry resource brochures and contact information.

(3) The A/TCRRT will update the community on reentry initiatives and news related to reentry and reintegration.

Deliverable: The A/TCRRT will write and publish a quarterly electronic newsletter/bulletin that will update the community on reentry initiatives and news related to

reentry and reintegration. The newsletter/bulletin shall not solely focus on A/TCRRT committee activities but shall include local, state and national events, trends, legislative news, grant funding opportunities and other noteworthy information relating to reentry as appropriate. The newsletter shall be mailed to all of the A/TCRRT stakeholders and placed on the reentryroundtable.net website.

This deliverable shall constitute 20% of the memorandum of understanding and shall be paid quarterly upon completion of each newsletter/bulletin.

(4) A/TCRRT will assist the department and HHS on creating a long term strategic plan around offenders returning to Travis County. The plan should identifying gaps and barriers in the delivery of local reentry services with recommended solutions.

Deliverable: This deliverable will provide a strategic reentry report that will constitute 20% of the memorandum of understanding and shall be paid upon delivery of the report.

(5) From the recommendation from the end of the year report on Citizen's Support, the A/TCRRT will implement the findings and recommendations.

Deliverable: The ATCRRT will implement the findings and recommendations from their report on Citizen Support. Deliverable will constitute 20% of the memorandum of understanding and shall be paid quarterly.

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

The A/TCRRT continues to provide awareness and education to professionals, former offenders, families and the public at-large

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

The requested \$35,000 is for ATCRRT staff support and not a direct service to ex-offenders.

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

The FY13 MOU will begin October 1, 2012, and end in September 30, 2013. This investment is consistent with reentry strategies to facilitate collaborate initiatives within Travis County to enhance long-term public safety and reduce recidivism. The A/TCRRT will keep the Travis County Criminal Justice Planning department apprised as to progress of deliverables, will report monthly, and result in a set of performance measures to report progress in the community on reentry issues.

**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 MOU with A/TCRRT will be performance-based and will link payment to completion of agreed upon contract deliverables.

**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
(1) Provide 1 training to local corrections staff which will focus on best practices for working with offenders.	N/A		N/A	1
(2) Participate in four (4) community resource fairs, seminars, and/or other forums.	N/A		N/A	4
(3) Publish a quarterly electronic newsletter	N/A		N/A	4
(4) Write a strategic plan for reentry for Travis County	N/A		N/A	1
(5) Implement recommendations from end of the year report on Citizen's Support	N/A		N/A	1

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

Funding this request will promote the use of evidence based practices in both public and private sectors thereby effectively implementing successful programs, as well as, place Travis County reentry stakeholders in an elevated position to apply for future reentry funding opportunities.

Travis County has invested considerable resources in its efforts to increase public safety and decrease crime by assisting ex-offenders to become productive citizens through improved transitioning, by increasing community resources, and connections. By funding this request, the County will increase former offender accessibility to existing resources while maintaining continued collaboration and partnership with the A/TCRRT, local government agencies/departments and community stakeholders.

**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.**

As a result of the expansion of A/TCRRT membership in 2012, community involvement has increased as have the number of new requests for assistance/technical support from both reentry and non-traditional reentry stakeholders. Without the professional assistance of the A/TCRRT, Travis County will have to draw upon its internal resources on administrative functions of the task force.

**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.**

The A/TCRRT receives funds from several funding sources, including the City of Austin and Austin Travis County Integral Care. This additional funding is leveraged to achieve greater yearly outcomes.

<b>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).</b>			
N/A			
<b>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.</b>			
The A/TCRRT is a volunteer multi-agency collaborative effort attempting to enhance programs and services for ex-offenders who will be returning to Travis County from a period of incarceration. While several Travis County departments participate in the A/TCRRT and its subcommittees, there is no anticipated fiscal impact to those departments. An example of participants, are the Travis County Sheriff's Department, Travis County Adult Probation, Travis County District Attorney's Office and Austin/Travis County Integral Care. Additionally, the A/TCRRT expanded its Planning Council membership in FY11 and FY12 which also included representatives from the Texas Department of Criminal Justice and the Federal Bureau of Prisons			
<b>11. If requesting a new position(s), is office space currently available? Y/N</b>			
<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>			
<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	

**FY 2013 BUDGET REQUEST ANALYSIS**

**Req #4: Council on At Risk Youth (CARY)**

**Fund: General Fund**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$286,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$286,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$286,500</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

This is a request for FY13 funding for the Council on At-Risk Youth. Previous years' funding has been \$100,000 per year; however, the program lost its State funding and they would like to expand services. Therefore CARY is asking the County to increase its yearly funding to \$286,500.

**PBO Recommendations & Comments:**

The Council on At-Risk youth has been funded at \$100,000 for several years. In FY10, the program budget moved to Criminal Justice Planning to manage the contract and monitor outcomes. For FY13, CARY would like to expand its contract with Travis County:

*The Council on At-Risk Youth -Delinquency and Youth Violence Prevention Program's (CARY) current delinquency and youth violence prevention program is titled PeaceRox and is based on an evidence based curriculum called Aggression Replacement Training (ART). ART is a cognitive behavioral intervention program designed to help children and adolescents improve social skills, competence and moral reasoning, to better manage anger and reduce aggressive behavior. The program specifically targets chronically aggressive children and adolescents. With funding from Travis County, CARY will serve 100 students from the Garcia Middle School and 50 from the Alternative Learning Center.*

While PBO has recommended funding for this program in the past, PBO does not recommend including this program in the FY13 Preliminary budget solely based on the agency losing funding from another source. In addition, the submitted performance measures do not include any information as to the outcomes of previous clients of the program. Also because

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the program is expanding its scope, this request should be treated the same as other outside agency requests and Commissioners Court should decide which programs have priority funding.

**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
% of Students with Reductions in Serious Disciplinary Reports	N/A	50%	50%	N/A
% of Students with Improvements in School Attendance Rates and/or no absences or a reduction in absences	N/A	45%	45%	N/A
% of Students with Improvements in Academic Grades (or who maintain a consistent GPS throughout)	N/A	40%	40%	N/A

PBO would like to see more complete performance measures for this program. It would be helpful to know the outcomes of previous clients of this program to assess its effectiveness.

KS

**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Council on At-Risk Youth (CARY) Delinquency and Youth Violence Prevention Program
<b>Name of Program Area:</b> (Taken directly from applicable PB-3 Form)	Justice and Public Safety Department
<b>Fund/Department/Division:</b>	Criminal Justice Planning
<b>Amount of Request:</b>	<del>\$285,900.00</del> \$286,500 (SEE LETTER TO JUDGE BISLOE DATED MAY 3, 2012)
<b>Collaborating Departments/Agencies:</b>	Austin Independent School District
<b>Contact Information (Name/Phone):</b>	Adrian Moore, Ex. Dir. 512-451-4592

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

The overarching purpose of CARY is to close the "pipeline to prison" for at-risk school disciplinary youth who represent those in the "gateway" to our juvenile and criminal justice system. Travis County funding is requested to support conducting the PeaceRox Aggression Replacement Training Program, an evidence based delinquency and youth violence prevention program for three staff positions serving a total of 300 assaultive, aggressive and abusive middle school youth at the cost of \$200,000. Support is also requested for the Behavioral Coaching Mentors program for one staff position serving 100 additional youth at a cost of \$85,900. The total request then will serve 400 troubled youth at the total cost of \$285,900. Support will also come from the City of Austin, Austin ISD and CARY donors and contributors.

**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 principal issue is that school age youth (10-20) in Travis County and Austin Texas represent 30% of all recorded crime and arrests with more than 77 arrests for murder, 1,312 for aggravated robbery, 1,956 for aggravated assault and 19,488 arrests for other assaults in the decade between 2001 and 2010 according to DPS Crime Reports. For the average year, there are approximately 18,800 school age youth arrested with 8 murders, 130 aggravated robberies, 196 aggravated assaults and 1,950 other assaults.<sup>i</sup>

CARY's proposed Delinquency and Youth Violence Prevention Program is consistent with the mission and services by the Department as specified in the FY 2012 to FY 2015 Travis County Community Plan for Coordination of Criminal Justice and Related Activities calling a High Priority for "Juvenile Delinquency prevention and early intervention services for low income and at-risk youth, including after-school and summer programming" and Strategies and Tasks to "identify and secure funding for personnel and training to support the implementation of established and new evidence-based prevention and early intervention services for identified youth".<sup>ii</sup>

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

Research by the Council of State Governments and Texas A&M University Institute for Policy Research demonstrates that when students engage in offensive behaviors in school, there is much higher probability for the students' future arrest and referral to juvenile justice.<sup>iii</sup>

There is a strong argument for using prevention and intervention programs targeted to future criminal justice inductees that will significantly reduce crime and delinquency victimizations at a cost that is significantly less than juvenile and criminal justice system costs. CARY's cost for one year of aggression replacement training approximates \$750 per youth.

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

Most parties would have difficulty arguing against prevention programs that effectively reduce victimizations while also reducing costs to our juvenile and criminal justice system. However some may favor more harsh penalties for disciplinary violators and would prefer that they be sanctioned inside the criminal justice system.

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

CARY's PeaceRox Program will be implemented consistent with the Travis County fiscal year, effective October 1, 2012.

The anticipated outcome is that student participants in the program will demonstrate 1) significant decreases in serious school disciplinary infractions, as well as 2) significant improvements in academic grades, and 3) significant improvements in school attendance rates.

**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.**

Performance results will be submitted twice annually following each school semester. CARY staff will routinely collect school disciplinary, grade and attendance data from the Austin Independent School District for inclusion in the semester reports for Travis County.

The measures will show gains for the student participants at each semester of completion. CARY also has requested independent evaluation support from Dr. Forrest Novy and Laura McFarland at the UT School of Social Work to analyze the data and to produce an annual program performance report at the close of the school year.

**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
% of Students with Reductions in Serious Disciplinary Reports	n/a	50%	50%	n/a
% of Students with Improvements in School Attendance Rates	n/a	40%	40%	n/a
% of Students with Improvements in Academic Grades	n/a	30%	30%	n/a

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

Funding this request will produce youth who will become contributing members of our community as measured by reductions in serious disciplinary reports, improvements in school attendance rates, and improvements in academic grades.

Each of the outcome indicators represents improved skill levels that will contribute to decreasing criminal behaviors by at risk youth.

**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.**

Not funding this request will likely result in this group of youth not graduating high school, but rather continuing the offensive behaviors and graduating into our City, County and State juvenile and criminal justice system. CARY's cost for one youth, for one year in the PeaceRox Youth Violence Prevention Program approximates \$750. The cost for processing the same youth through our County juvenile justice system with residential care and probation is estimated at \$15,000; the cost for a one year misdemeanor sentence to Travis County Jail exceeds \$30,000. The projected costs to Travis County for not funding this request could possible range from \$6,000,000 to \$12,000,000.

**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.**

CARY projects continued receipt of leveraged funding from the City of Austin in the amount of \$176,400 (\$252,000 has been requested), the Austin Independent School District for \$28,500 and from CARY fund raising events in the amount of \$100,000 for a total of \$304,900.

**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).**

CARY projects receipt of \$176,400 from the City of Austin, \$28,505 from the Austin Independent School District and \$100,000 from individual and corporate donations and fund raising events for a total of \$304,900 in addition to the Travis County request.

**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.**

CARY collaborates closely with 1) ) Austin Independent School District, 2) City of Austin Health and Human Services Dept., 3) Travis County After School Program, 4) The Integral Care or MHMR Children's' Mental Health Plan, 5) Ready by 21, 6) Texans Care for Children, 8) CAPCOG Juvenile Justice Planning Group, and 9) numerous individual non-profits engaged in youth services delivery including A) Communities in Schools, B) Boys and Girls Club, C) SafePlace, and D) LifeWorks. CARY would like to work Travis County to formulate the Austin Delinquency Prevention Cooperative as called for in the Travis County FY 2012-2015 Community Plan.

CARY makes every effort to assure that the same or similar services are not duplicative for the same group of youth and works to assure that agency collaboration occurs to benefit students.

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

Endnotes:

<sup>i i</sup> Texas Department of Public Safety Uniform Crime Reporting, "Crime in Texas 2010". Austin, Crime Records Service.

<sup>ii</sup> Travis County Justice and Public Safety "FY 2012 to FY 2015 Travis County Community Plan for Coordination of Criminal Justice and Related Activities' 2011.

<sup>iii</sup> Justice Center of the Council of State Governments and Public Policy Research Institute of the Texas A&M University, July 2011. "Breaking Schools Rules, A Statewide Study of How School Discipline Relates to Students' Success and Juvenile Justice Involvement".



*~helping youth promote  
safe schools and safe  
communities~*

May 3, 2012

Judge Samuel T. Biscoe  
Travis County Commissioners Court  
314 West 11<sup>th</sup> St., Suite 520  
Austin, Tx. 78701

Dear Judge Biscoe:

**CARY Board**

- Terry Cowan, Board Chair*
- Joan Hilgers, Past Chair*
- David Quintanilla, Vice Chair*
- Mike Wilfley, Treasurer*
- Richy Echegaray, Sec.*
- Art Acevedo*
- Bob King*
- Francesca Judge*
- Gary Cobb*
- Greg Hamilton*
- Gus Garcia*
- John Houck*
- Karen Sage*
- Leigh de la Reza*
- Roger Brooks*
- Stan Knee*

**Founding Board  
Chair Emeritus**

*James Y. Bryce*

**Dev. Director**

*Heidi Gibbons*

**Founder &  
Executive Director**

*Adrian L. Moore*

Thank you for allowing the CARY representatives including chair Terry Cowan, staff members Carlos Sanchez, LaToya Harmason, Shana Fox, Wes Vincik and myself, and six CARY students Briana, Bert, Calvin, Jordan, Juan and Yuriel to meet with you and County Commissioners for our annual update and budget request on May 1<sup>st</sup>.

In response to your request about CARY's budget and the ratio of Travis County funding related to other sources of revenue, you will find attached a copy of the budget for FY 2012, and you will note sources of revenue as follows:

- City of Austin- \$176,400 = 37%
- Travis County- \$100,000 = 21%
- Austin ISD- \$ 28,505 = 6%
- Govs CJD \$ 68,800 = 14%
- Fund Raising: \$ 101,295 = 21%

CARY is requesting supplemental funding to expand the PeaceRox Aggression Replacement Training program beyond the current base of 150 students at \$100,000 to an additional 150 students, for a collective cost of \$200,000. See attached. The Governor's Criminal Justice Division will cease funding CARY's Behavioral Coaching Mentors program effective August 31, 2012. We are requesting Travis County support for this program for 100 youth. Cumulatively, the CARY request to Travis County for FY 2013 is \$286,500 serving up to 400 aggressive and abusive youth in the school disciplinary system, and in the "pipeline to prison".

We have also requested the City of Austin to expand CARY's budget request from the current FY 2012 level of \$176,400, up to \$252,000 for FY 2013.

With increased funding from the City of Austin as well as from Travis County, CARY's budget for 2013 is projected at \$667,700 allowing a full year of service to more than 800 aggressive and abusive youth. More than 78% of CARY's budget expenditures are for staff salaries and benefits. With increased City and County funding, the County's share would represent 43%. Thirteen CARY staff would be employed.

3710 Cedar St. Box 23  
Austin, TX 78705  
(512) 451-4592


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Direct service Youth Advisor staff positions have starting salaries at \$32,000 with fringe benefits at 22.5% annually.

Consistent with our annual reviews during the preceding six years of partnership with Travis County, we are still pleased to report that CARY1) focuses on the highest risk disciplinary students (confirmed by Council for State Governments in "Breaking Schools Rules" to represent those who graduate to juvenile and criminal justice system), 2) uses the highly effective evidence based program Aggression Replacement Training program, 3) receives exceedingly positive outcome measures and evaluation results, and 4) demonstrates an excellent return of investment exceeding 20 to 1 compared to our costs for juvenile and criminal justice services.

Per your request I am forwarding copies of the CARY FY 2012 budget and the FY 2013 budget request to Roger Jefferies for inclusion in the Justice and Public Safety budget materials. Thank you for your interest in and support for troubled youth in our community. Please feel free to call on me if additional information is needed.

Sincerely yours,

  
Adrian L. Moore  
Executive Director

CC:  
Commissioner Ron Davis  
Commissioner Sarah Eckhardt  
Commissioner Margaret Gomez  
Commissioner Karen Huber  
Chair Terry Cowan

Attachments:  
CARY Budget for 2012  
Travis County Budget Request for 2013

## Budget Fiscal Year 2012

<u>Revenue</u>	<u>Projected</u>
City of Austin	\$176,400
Travis County	\$100,000
AISD/TCCAP	\$28,505
Criminal Justice Division	\$68,800
Fund Raising Events	\$101,295
Total	<u>\$475,000</u>

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<u>Expenses</u>	<u>Projected</u>
Salaries	\$298,344
Fringe Benefits	\$62,620
Insurance	\$9,215
Cons/Ment	\$52,050
Travel & Training	\$3,020
Rent	\$6,570
Printing	\$1,370
Tel/Web	\$2,740
Postage	\$1,100
Supplies	\$4,985
Advertising	\$56
Dues	\$812
Staff Development	\$1,040
Comp Svcs	\$2,520
Meals	\$478
Fund Raising	\$20,708
Postage	-\$1,200
Printing	-\$2,430
Speaker	-\$5,000
Venue/Food	-\$11,289
Miscellaneous	-\$789
Investment Acct.	<u>\$5,531</u>
Total	<u>\$475,000</u>

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## FY 2013 BUDGET REQUEST ANALYSIS

**Req #5: Road to Recovery**  
**Fund: General Fund**

	FY 13 Request	PBO Recommendation	FY 14 Cost
FTEs	0	0	0
Personnel	\$0	\$0	\$0
Operating	\$150,527	\$0	\$0
Subtotal	\$150,527	\$0	\$0
Capital	\$0	\$0	\$0
<b>Total Request</b>	<b>\$150,527</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

This is a request to continue funding for the Road to Recovery program, formerly known as Project Recovery.

**PBO Recommendations & Comments:**

The department candidly reports:

*Road to Recovery is jointly-funded between the City of Austin's Downtown Community Court (DACC) and CJP, and contracts with ATCIC for services. Road to Recovery is a six-month program serving individuals who have repeated and historically high-cost contact with the criminal justice system in misdemeanor cases. Most program participants are mentally ill and have co-occurring substance abuse disorders. Participants selected for this program have been arrested multiple times over a lengthy period of time, cycling in and out of jail on a regular basis and consuming an inordinate amount of jail bed days. These individual are also heavy users of hospital emergency rooms and are generally homeless.*

*The program continues to perform below its expectations. The performance measures were modified last year in hopes of showing improvement. Despite efforts to improve the performance of the program, the outcome measures have remained stagnant. ATCIC has recently made a commitment to the County and City to strengthen management of the program to improve outcomes.*

Travis County has funded the Road to Recovery, a.k.a. Project Recovery, program since 2006. For the FY10 budget, PBO recommended the program move from on-going to one time funding due to the high cost per client and high recidivism rates of the clients. The program was funded on a one time basis in FY11 and FY12 with the Criminal Justice Planning attempting

2012

to revamp the program and improve its performance measures. However, due to the incomplete performance measures submitted and the low numbers of clients served relative to the program costs, PBO would not recommend funding for an additional year. The City of Austin funds the treatment and housing costs and Travis County covers the aftercare portion of the program. The City is also reconsidering funding this program. If the City decides it will not continue, it is best that funds be redirected to other, more effective programs.

**Budget Request Performance Measures:**

<b>Description</b>	<b>Actual FY 11 Measure</b>	<b>Revised FY 12 Projected Measure</b>	<b>Projected FY 13 Measure at Target Budget Level</b>	<b>Revised FY 13 Measure with Additional Resources</b>
# of persons served in residential component of program		40	40	
# of clients successfully completing treatment		30	30	
# unduplicated clients		20	20	
% of clients successfully completing residential component of program		50	50	
# of client receiving a discharge plan	20		Will be provided.	
# of weeks in aftercare	210			
# of contacts per client per service	210			
# attendance in group counseling	210			
# of clients completing 90 days of aftercare	15			
# of clients completing a discharge plan	15			

The program would like to serve 40 offenders in FY13. Performance measures have not been submitted that shows the number of past clients that have completed the program. It would also be helpful to report the number of arrests of previous clients of the program. If those numbers cannot be produced or if the recidivism rates are still high, it would be best to direct resources to other, better performing programs.

**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Road to Recovery	#6
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	Road to Recovery (formally called Project Recovery)	
<b>Fund/Department/Division:</b>	Criminal Justice Planning	
<b>Amount of Request:</b>	\$150,527	
<b>Collaborating Departments/Agencies:</b>	City of Austin , County Court at laws #8,Criminal Courts Administration , Austin/Travis County Integral Care, Downtown Community Court, Travis County Mental Health Public Defender	
<b>Contact Information (Name/Phone):</b>	Kimberly Pierce, 44764	
<b>1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.</b>	Road to Recovery is a jail diversion strategy for mentally ill, chronically inebriate individuals who have repeated and historically high-cost contact with the criminal justice system. This is a collaborative effort among Austin/Travis County Integral Care (ATCIC), the City of Austin, County Court at Law #8, Downtown Community Court and Travis County.	
<b>2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.</b>	<p>Road to Recovery is jointly-funded between the City of Austin's Downtown Community Court (DACC) and CJP, and contracts with ATCIC for services. Road to Recovery is a six-month program serving individuals who have repeated and historically high-cost contact with the criminal justice system in misdemeanor cases. Most program participants are mentally ill and have co-occurring substance abuse disorders. Participants selected for this program have been arrested multiple times over a lengthy period of time, cycling in and out of jail on a regular basis and consuming an inordinate amount of jail bed days. These individual are also heavy users of hospital emergency rooms and are generally homeless.</p> <p>The program continues to perform below its expectations. The performance measures were modified last year in hopes of showing improvement. Despite efforts to improve the performance of the program, the outcome measures have remained stagnant. ATCIC has recently made a commitment to the County and City to strengthen management of the program to improve outcomes.</p>	
<b>3a. Pros: Describe the arguments in favor of this proposal.</b>	By targeting these frequent offenders, Road to Recovery aims to provide opportunities for stability to high-risk, high-cost offenders and is an essential component of the wraparound services needed for this population.	
<b>3b. Cons: Describe the arguments against this proposal.</b>	Not funding the program will decrease the number of offenders being served; it is reported that the City of Austin intends on continuing funding in FY13.	

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

Funding for Road to Recovery will provide an inpatient treatment to an estimated 40 offenders a 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.**

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
# of persons served in residential component of program		40	40	
# of clients successfully completing treatment		30	30	
# unduplicated clients		20	20	
% of clients successfully completing residential component of program		50	50	
# of client receiving a discharge plan	20		Will be provided.	
# of weeks in aftercare	210			
# of contacts per client per service	210			
# attendance in group counseling	210			
# of clients completing 90 days of aftercare	15			
# of clients completing a discharge plan	15			

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

It is anticipated that Road to Recovery will result in fewer contacts by chronic offenders with the City's and County's Criminal Justice System.

**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 Road to Recovery in FY13, few offenders will receive treatment.

**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

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**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.

Road to Recovery is jointly-funded effort between the City of Austin's Downtown Community Court, the Downtown Austin Business Alliance, Criminal Justice Planning and ATCIC. On-going collaboration between the City of Austin, Criminal Justice Planning, County Court at Law #8, Criminal Courts, Administration, ATCIC, the Mental Health Public Defender and Community Supervision and Corrections will continue to sustain program, process improvements and quality of care.

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

<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	

Endnotes:

*cell*

**HEALTH & HUMAN SERVICES  
AND  
EXTERNAL AGENCIES**

**BUDGET HEARING  
BACK-UP**

**AUGUST 9, 2012**

# ITEMS TO BE DISCUSSED BY HEALTH, HUMAN SERVICES AND VETERANS SERVICES

- Family Support Svcs - Standardize Infrastructure (all sites) - Office Specialists
- FSS-Standardize Infrastructure-Eligibility Caseworkers
- Family Support Svcs-Increase Capacity- Chapter 72 Emergency Assistance Funding
- Summer Youth Employment (WBL)- Expand Program-Summer Liaisons
- Finance Office - Increase Financial Infrastructure to Maintain Fiscal Compliance

## *HHS CONTINUED*

- Department-Wide: Increase Investment in Independent Program Evaluation Service
- AgriLife Extension - Sustain Program Infrastructure-Volunteer Coordinator
- Sustainability Food Program Coordinator
- Skillpoint Alliance, Gateway Training Program
- Workforce Solutions, Enhanced Rapid Employment Model
- Market Study 2012 - Finalize Pending Requests

## *External Requests*

- Austin Child Guidance Center, Latino Children's Mental Health Project
- Jump On It Summer Youth and Family Program



## *HHS CONTINUED*

- Green Doors Permanent Supportive Housing Program at Glen Oaks Corner
- Arc of Capital Area Case Mgmt.
- Spanish Language Instruction and Cultural Exchange Program
- AIDS Services of Austin Case Management Assistant
- AIDS Services of Austin Helping Hands Food Bank
- Workforce Solutions, Quality Child Care Collaboration (QC3)
- The Benefit Bank of Texas, Benefits Portal
- Minorities for Equality in Employment, Education, Liberty and Justice--Iron Sharpens Iron Pilot Prog

## *HHS CONTINUED*

- Boys & Girls Clubs of Austin, New Clubs and Enhancement
- La FUENTE Learning Center Youth Program Summer Camp

## FY 2013 PRELIMINARY BUDGET

### Health & Human Services and Veterans Services Department (#16, 18, 58) – General Fund

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
<b>FY 13 Target Budget Submission</b>	<b>\$29,136,590</b>	<b>\$ -</b>	<b>\$29,136,590</b>	<b>\$ -</b>	<b>\$29,136,590</b>	<b>201.29</b>	The department submitted its budget at the target level. This includes an internally funded 0.25 FTE for an existing .75 FTE position. This includes HHS, Veterans Services, and Texas AgriLife as they are consolidated under the new financial system.	
<i>PBO Changes</i>								
Market Salary Survey 2012	409,975	-	409,975	-	409,975	0		
Health Insurance Rate Increase	96,976	-	96,976	-	96,976	0		
Retirement Rate Increase	60,468	-	60,468	-	60,468	0		
EXT: Family Eldercare Midyear Funding for Money Management Program	95,020	-	95,020	-	95,020	0	Approved by Commissioners Court May 22, 2012	12
<i>Recommended Requests</i>								
1a-MSS 2012 Reclassifications	57,646	-	57,646	-	57,646	0		13

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
2-FSS-Establish Burial Unit Infrastructure	60,346	2,000	62,346	3,783	66,129	1	Recommending 1 of 2 positions requested.	15
4-Deaf Svcs - Purchase of Scheduling Software & Annual Licensing Fee	-	-	-	-	-	0	PBO recommends HHS internally fund the one-time purchase of \$12,800 in FY 12. The ongoing maintenance cost of \$6,300 is recommended for funding.	23
17-Sustain Program Infrastructure-Child Reunification Project	138,422	-	138,422	-	138,422	2	PBO recommends funding two positions that previously have been funded by grants and one-time savings and are currently filled.	9
18-Healthy Families-Certification Training & Curriculum	20,000	-	20,000	-	20,000	0		37
30-Replacement of Printers/Copiers at Palm Square and Summit Drive	20,450	-	20,450	-	20,450	0	Funded in HHS pending verification of costs with RMCR upon which time the funding will be transferred to RMCR.	44
32-Vehicle Replacement-Community Services Division	-	-	-	27,000	27,000	0	PBO recommends replacement of a pickup truck that meets the vehicle replacement criteria.	44

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	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
22-FSS-CABA Software Enhancements	-	-	-	-	-	0	PBO is recommending this funding in ITS.	46
23-Child Welfare Board-Increase Funds/Court Ordered Testing	50,000	-	50,000	-	50,000	0	PBO recommends funding this request because funding Court ordered drug testing is required by law.	48
13-Veterans Svc - Fund Frozen Slot #4 Asst. Veterans Officer	62,360	1,000	63,360	3,683	67,043	0	PBO recommends restoring funding for this previously frozen slot.	52
14-Veterans Svc - Increase Administrative Infrastructure - Admin Associate	52,109	1,000	53,109	3,683	56,792	1	PBO recommends funding for this critical need.	52
EXT: African American Men & Boys Foundation, Monthly Conferences	-	25,000	25,000	-	25,000	0		12
EXT: African American Men & Boys Foundation Youth Resource Center	-	257,000	257,000	-	257,000	0		12

3

	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
EXT: American YouthWorks, Annual WD Supplement	-	141,620	141,620	-	141,620	0	PBO does not recommend funding for this request.	12
EXT-Capital Area Food Bank, Mobile Food Pantry	-	19,312	19,312	-	19,312	0	PBO recommends funding for this critical need.	12
EXT: Capital IDEA, Supplement	-	75,000	75,000	-	75,000	0	PBO recommends funding for this proven program.	12
EXT: Meals on Wheels and More, Services outside of Austin	-	52,350	52,350	-	52,350	0	PBO recommends funding for this proven program.	12
<b>Total FY 13 Preliminary Budget</b>	<b>\$30,260,362</b>	<b>\$574,282</b>	<b>\$30,834,644</b>	<b>\$38,149</b>	<b>\$30,872,793</b>	<b>205.29</b>		
<b>PBO Recommended Increase/Decrease</b>	<b>1,123,772</b>	<b>574,282</b>	<b>1,698,054</b>	<b>38,149</b>	<b>1,736,203</b>	<b>4.00</b>		

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**BUDGET REQUESTS NOT RECOMMENDED FOR FUNDING**

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
1-Market Study 2012-Finalize Pending Requests	-	-	-	-	-	0		13
* 3-Finance Ofc- Increase Financial Infrastructure to Maintain Fiscal Compliance	237,149	-	237,149	17,820	254,969	4		17
6-Housing Svcs- Expand Home Repair Program & Related Staff Reclassifications	310,586	-	310,586	-	310,586	0	PBO does not recommend funding for this program expansion.	25
7-Housing Svcs - Sustain Infrastructure - Carpenter Reclassifications	8,520	-	8,520	-	8,520	0		17
* 8-FSS - Standardize Infrastructure (all sites) - Office Specialists	286,080	-	286,080	29,328	315,408	6		17
* 12-FSS - Standardize Infrastructure - Eligibility Caseworkers	180,258	-	180,258	14,664	194,922	3		17

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Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
<i>A</i> 11-FSS-Increase Capacity-Chapter 72 Emergency Assistance Funding	225,000	-	225,000	-	225,000	0		25
21-Office of Children's Svcs-Increase staff mobility and work efficiency-Air Cards	11,856	-	11,856	-	11,856	0		42
25-Neighborhood Conference Committee-Expand Program	156,636	-	156,636	11,664	168,300	3	PBO does not recommend funding for this program expansion.	25
<i>A</i> 26-Sustainability Food Program Coordinator	57,885	1,000	58,885	4,420	63,305	1	PBO does not recommend funding for this program expansion.	25
<i>A</i> 29-Summer Youth Employment (WBL)-Expand Program-Summer Liaisons	58,832	-	58,832	-	58,832	0	PBO does not recommend funding for this program expansion.	25
9-Office of Children's Services-Sustain Program Infrastructure-Substance Abuse Clinical Manager	94,180	-	94,180	-	94,180	1	PBO recommends an Earmark on Allocated Reserve because this funding would be needed for a grant match if the grant is approved.	9

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Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
10-Office of Children's Services-Sustain Substance Abuse Treatment Funding	285,000	-	285,000	-	285,000	0	PBO recommends an Earmark on Allocated Reserve because this funding would be needed for a grant match if the grant is approved.	9
16-Department-wide: Increase Investment in Independent Program Evaluation Services	50,000	-	50,000	-	50,000	0	PBO does not recommend new funding for this request.	35
20-Coming of Age-Annual Licensing Fee	5,000	-	5,000	-	5,000	0	PBO does not recommend new funding for this request.	39
19-FSS-Maintain Campus Security-Increase Building Improvements	50,000		50,000		50,000	0	This funding is recommended in the Security Reserve.	40
27-FSS-Maintain Facility Infrastructure-Building Maintenance Improvements	450	-	450	82,763	83,213	0	This has been costed by FMD but has not been recommended for funding.	40
24-Department Wide-Increase in Employee Mileage funds to accommodate rising gas prices	58,432	-	58,432	-	58,432	0	PBO recommends watching these line items and can support a midyear request for additional funding in FY 13 if additional expenditures are realized.	42



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Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
33-Computer Replacement	-	-	-	28,000	28,000	0	PBO's recommendation is pending additional information regarding who will have a laptop assigned to them.	44
31-HHSVS-Collaboration with Texas Integrated Eligibility Redesign System (TIERS)	75,000	-	75,000	-	75,000	0	PBO's recommendation is pending additional information regarding the TIERS program.	46
★ 5-Agrilife Extension-Sustain Program Infrastructure-Volunteer Coordinator	25,880	-	25,880	4,838	30,718	0.5	PBO does not recommend funding for this request.	50
28-Agrilife Extension-Sustain Required Program Staff Travel	18,000	-	18,000	-	18,000	0	PBO does not recommend funding for this request.	50
15-Veterans Svc - Increase Admin. Infrastructure - Office Support Specialist Sr.	48,566	1,000	49,566	3,833	53,399	1	PBO does not recommend funding for this request.	52
34-Public Health Interlocal Agreement	250,827	-	250,827	-	250,827	0	PBO recommends an Earmark on Allocated Reserve due to the continued verification of the additional costs by PBO.	12

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
35-Animal Services and Animal Control Interlocal Agreement	188,864	-	188,864	-	188,864	0	PBO recommends an Earmark on Allocated Reserve due to the continued verification of the additional costs by PBO.	12
* AIDS Services of Austin Case Management Assistant	-	69,750	69,750	-	69,750	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
* AIDS Services of Austin Food Bank	-	20,000	20,000	-	20,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
* Arc of Capital Area, Case Management	-	15,000	15,000	-	15,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
* Austin Child Guidance Center, Latino Children's Mental Health Project	-	104,200	104,200	-	104,200	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
Boys & Girls Clubs of Austin, New Clubs and Enhancements	-	150,000	150,000	-	150,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12

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Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
* Community Partnership for the Homeless, Supportive Housing at Glen Oaks Corner	-	20,000	20,000	-	20,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
La FUENTE Learning Center	-	45,310	45,310	-	45,310	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
Minorities for Equality in Employment, 16 Week Training	-	441,000	441,000	-	441,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
* Skillpoint Alliance, Gateway Training Program	-	248,615	248,615	-	248,615	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
The Benefit Bank of Texas, Benefits Portal	-	25,000	25,000	-	25,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
* Workforce Solutions, Enhanced Rapid Employment Model	-	155,882	155,882	-	155,882	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12

Budget Request	Operating Budget			Capital	Total with Capital	FTE	PBO Comments	Pg#
	On-going	One-time	Total					
WorkForce Solutions, Quality Child Care Collaboration (QC3)	-	10,000	10,000	-	10,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
 Spanish Language Instruction and Cultural Exchange Program	-	25,000	25,000	-	25,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
 Jump on It Summer Youth and Family Program	-	50,000	50,000	-	50,000	0	Backup from the outside agency will be submitted to Commissioners Court for budget hearings.	12
<b>Total</b>	<b>\$2,683,001</b>	<b>\$1,381,757</b>	<b>\$4,064,758</b>	<b>\$197,330</b>	<b>\$4,262,088</b>	<b>19.50</b>		



**Health and Human Services  
& Veterans Service  
FY2013 Budget Presentation  
to Commissioners Court**

**August 9, 2012**

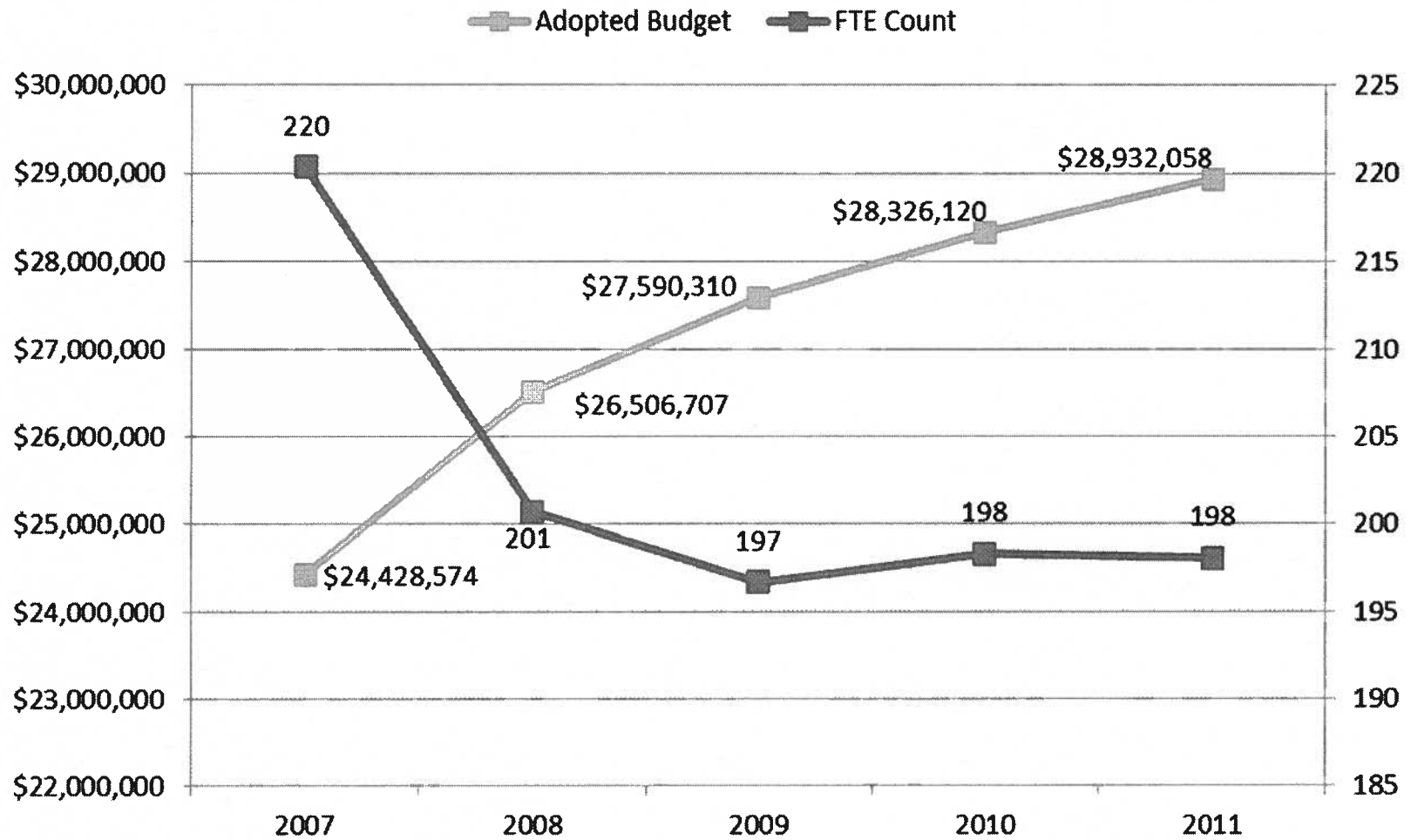
**Sherri E. Fleming, County Executive**



## **FY13 HHS/VS Budget Priorities**

- Address organizational infrastructure needs
- Create greater efficiency and effectiveness among our direct services
- Create solid foundation of accountability in community investments

### HHS/VS General Fund Adopted Budget and FTE Staffing Trends FY2007-FY2011



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## Family Support Services Infrastructure

**Request:** Office Support Specialists- 6 FTE's (\$314,508)

Eligibility Caseworkers- 3 FTE's (\$194,472)

### **Need:**

- Residents with the fewest resources, least skills feel the brunt of economic recession → increased demand for Emergency Assistance → current system at maxed capacity → waitlist growing in number and time prior to being served
- Waitlists diminish ability to respond to client emergencies and creates further financial distress for families
- Front desk operations inefficient, unstandardized across 7 Centers
  - Rely on volunteers, temporary staff, pull caseworkers & managers from other duties
  - Creates poor customer service, client confusion, grant compliance issues



## Family Support Services Infrastructure

**OSS and Caseworker positions will:** Support full implementation of a standard service delivery model across 7 Community Centers

- Ensure first client point of contact is a trained, stable staff person
  - Provide consistent, professional customer service
  - Manage the front desk, telephones and client flow
- Increase capacity to manage waitlist and reduce wait list time
- Position FSS to develop efficiencies and leverage partnerships
  - Use technology to establish a call center to more effectively and efficiently manage client demand
  - Explore collaboration with TIERS (Texas Integrated Eligibility System) to create: (1) data exchange for eligibility purposes (2) client access to submit documents or renew their state benefits without going to an HHSC office 5



## Family Support Services-Chapter 72

**Request:** Chapter 72 Emergency Assistance Funding (\$225,000)

**Need:**

- Requests for emergency assistance continues to grow
- If FSS staffing request is approved → see more clients from the waitlist → more emergency funds will be utilized
- Outside funding has been reduced (40% cut in CEAP in 2012 compared to 2011)

**Funding will:**

- Allow HHS/VS continue to provide emergency financial assistance to eligible Travis County residents in a timely manner



## Summer Youth Employment

**Request:** 5 Site Liaisons for Summer Youth Employment (\$58,832)

**Need:**

- Summer Youth Employment program trains 1,400 youth, places 750 youth in jobs at over 200 sites each year
- 10 site liaisons hired during the summer employment period
  - Serve as a bridge between youth, work site and Travis County staff
  - Liaisons visit each job site daily (average 17 sites) to support youth, troubleshoot issues, manage timesheets
- Number of liaisons has not increased in 15 years and has not kept pace with the number of youth participants
  - Youth placed: 2006 and earlier- 600; 2007- 725; 2008 to present- 750



## Summer Youth Employment

### **Additional liaison positions will:**

- Increase the ratio of youth to adults from 68:1 to 47:1
- Ensure adequate coverage of all job sites and support to employers
- Ensure appropriate supervision of youth
- Increase the level of youth, parent, and employer satisfaction with the youth employment experience



## Finance Office Infrastructure

**Request:** 4 FTEs- 1 Contract Compliance Specialist, 2 Account Associates, 1 Administrative Assistant (\$256,569)

**Need:**

- Growing total budget (general and grant funds)— 23% increase between 2007 and 2011
- Increase in dollar amount and complexity of grants (324% increase in grant funds since 2009)
- Number of department general fund contracts has doubled in the last four years (from 45 to 85)



## Finance Office Infrastructure

### Increased staffing will ensure:

- Continued compliance with applicable laws, regulations, guidelines and standardized financial practices
- Improved internal controls and quality assurance
- Safeguarding for receipt of clean or unqualified audit findings and reports
- Timely response and provision of technical assistance to support grants, contracts and other financial transactions
- More equitable distribution of staff workload and greater opportunity for all staff to obtain training to strengthen business management competencies



## Program Evaluation

**Request:** Increase Investment in Independent Program Evaluation Service (\$50,000)

**Need:**

- HHS/VS invests \$9 million in purchased social services annually
- Current measurement and reporting system: short-term focus, results reported within a contract/fiscal year
- Limits of current system: provides little or no information about long-term impacts or about how programs and services interact to benefit common participants (exception is Workforce Development)





## Program Evaluation

### **Increased investment with the Ray Marshall Center at UT-Austin will:**

- Expand evaluation to include full range of direct and purchased services
  - Who is being served, what services are they receiving, how frequently and for how long?
  - How effective are we in promoting housing stability?
- Further develop Workforce Development evaluation
- Continue and grow opportunities to leverage the resources of the RMC: data, technical expertise, connections
- Provide long-term, effectiveness and return on investment data to inform greater efficiency and effectiveness of direct and community-based services
- Contribute to community-wide evaluation of the impact of social services (potential investment of City of Austin, other public and private sources)



## Texas AgriLife Extension Service - Travis County

**Request:** Volunteer Coordinator- .5 FTE (\$30,568)

**Need/Background:**

- In 2011, **1,269 Volunteers** assisted with planning and conducting AgriLife Extension programs, **310 of these volunteers** were trained to teach educational programs.
- In 2011, trained volunteers taught **8,330 clientele**.
- Demand exceeds ability to provide educational programs → capacity limited by lack of a permanent, dedicated staff person to train and manage Family and Consumer Science Volunteer Instructors



## Texas AgriLife Extension Service - Travis County

### **Role: Family & Consumer Science Volunteer Coordinator**

- Recruit Financial Literacy Education and Master Wellness Volunteers
- Train volunteers to implement financial literacy and health/wellness education programs
- Track volunteer reporting

### **Potential Impact:**

- Train 50 new volunteer instructors
- Reach 5,000 additional clientele with financial literacy and health/wellness education programs
- Supervising County Extension Agent will have time to focus on:
  - Addressing emerging issues affecting citizens
  - Cultivating new community partnership/networks
  - Researching and securing additional funding sources



## Sustainable Food Policy Board

**Request:** Sustainability Food Program Coordinator (\$63,705)

**Need:** No dedicated County staff available to work with the Board → limits Board's ability to be involved and effective in advising the Court on matters relating to sustainable food policy

**A dedicated staff person would:**

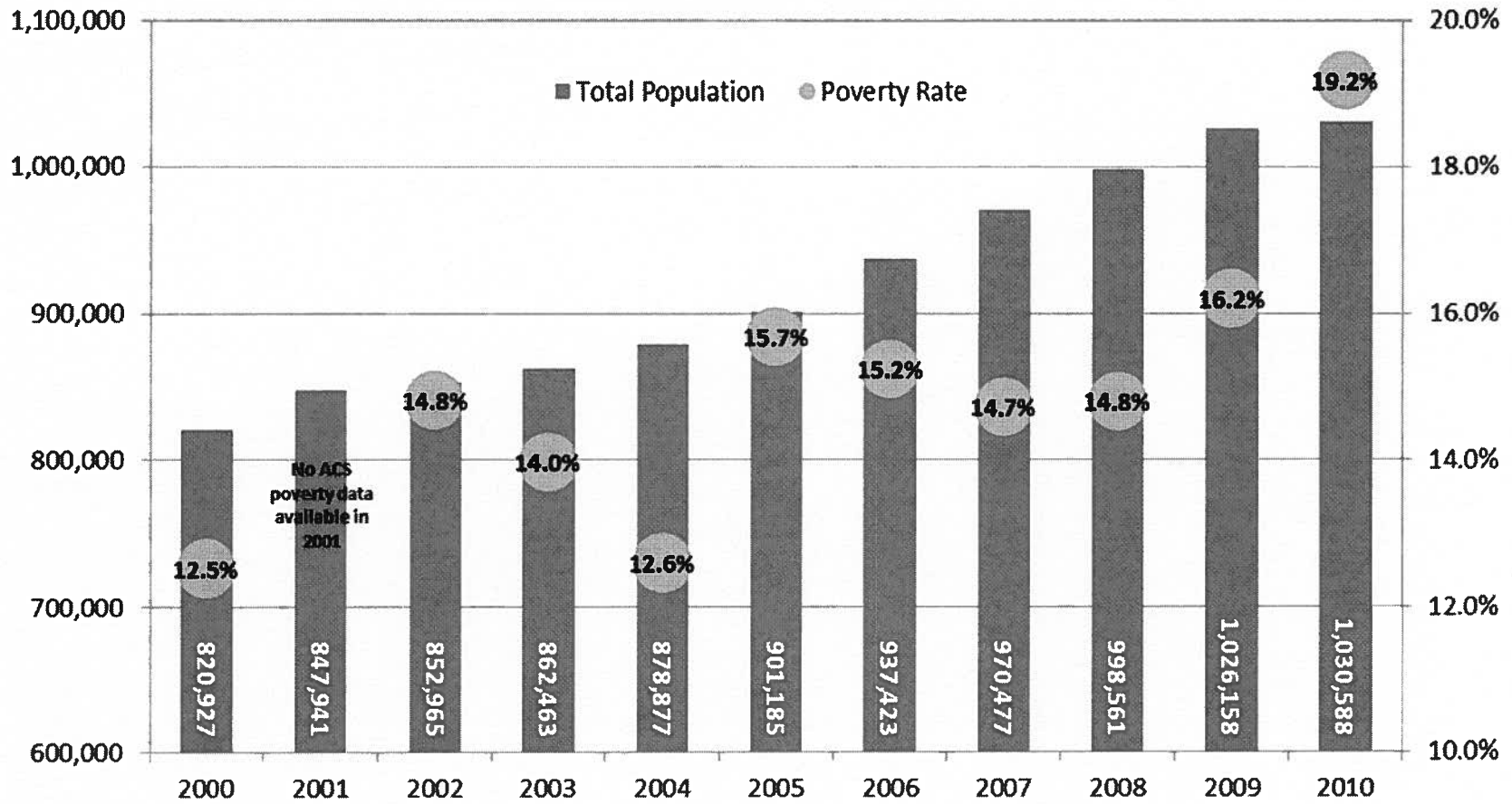
- Provide a consistent link to Travis County and to County departments whose work intersects with that of the Board
- Ensure the Board is kept informed of the County's planning, on-going work, and deadlines and create opportunities for the Board to be more involved in advising the Commissioners
- Allow the County to share staff support role with the City



## Overview

There has been significant growth in the County population, although not all segments of the population are growing equally— much of this growth has been among key populations HHS/VS serves. The community is growing increasingly diverse, and increasingly poor. Child, senior and pre-senior populations are growing most rapidly. As the central city has become more affluent, vulnerable and disadvantaged populations have shifted from the urban core to the outlying areas of the County.

**Demographic Trends Impacting HHS/VS Service Delivery  
Total Population and Poverty Rate  
Travis County, 2000 to 2010**



Created by HHS/VS Research and Planning, 2012. Poverty source data: Census 2000, American Community Survey 2002-2010 1-Year Estimates. Total population source data: U.S. Census Bureau, Population Division, Table 1. Annual Estimates of the Resident Population for Counties of Texas.

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## Economic Conditions

- Household incomes are down. 2010 reported median household income is \$51,743, nearly \$4,500 less than that of 2008 [\$56,176]. This marks an 8% decrease.
- The County unemployment rate in May of 2012 (5.7%), while lower than that of the state (6.9%), remains considerably higher than County rates prior to 2009 (~4%) when the recession took hold.



## External Continuation Requests

### **Request:**

- Skillpoint Alliance— Gateway Training Program: \$248,615
- Workforce Solutions— REM Enhancement: \$155,882

### **Need:**

- For new or pilot programs, a 3-year project period is suggested to allow for start-up, implementation, and evaluation of results

### **Funding will:**

- Extend support for new programs provided with one-time funding in FY12 through FY13





**Health and Human Services  
& Veterans Service  
FY2013 Budget Presentation  
to Commissioners Court**

**August 9, 2012**

**Sherri E. Fleming, County Executive**

1



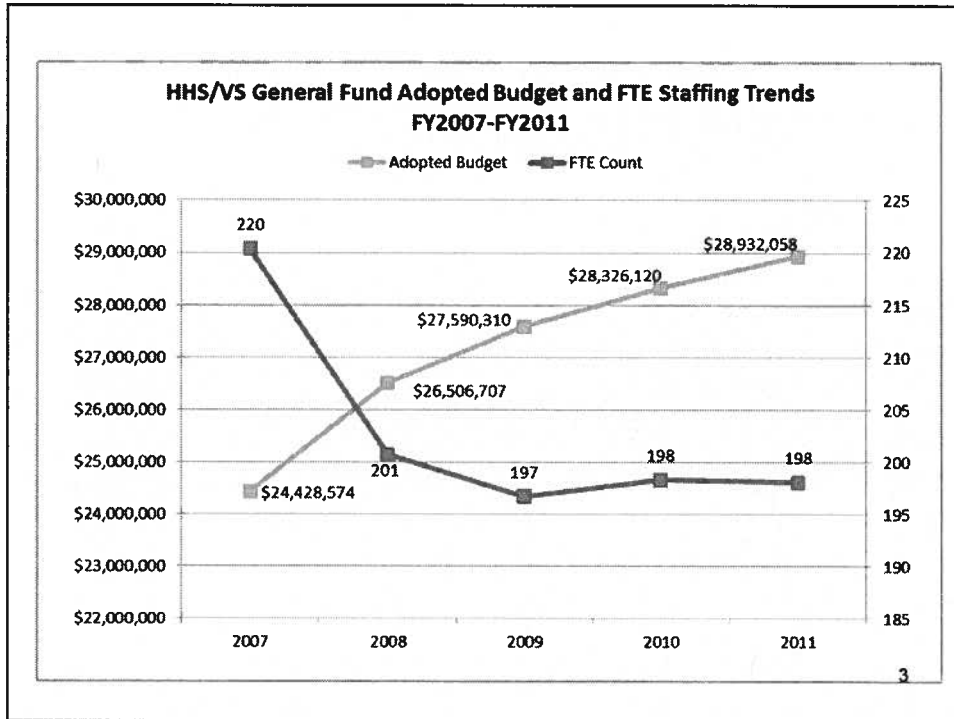
## **FY13 HHS/VS Budget Priorities**

- Address organizational infrastructure needs
- Create greater efficiency and effectiveness among our direct services
- Create solid foundation of accountability in community investments

2

Within the context of the continuing and increasing demand for services and funding, the Department priorities for the FY13 budget are:

- Address organizational infrastructure needs
- Create greater efficiency and effectiveness among our direct services
- Create solid foundation of accountability in community investments



Between 2007 and 2011, the Department's general fund adopted budget **increased** by 16% (from 24.4 million to nearly 29 million). During the same time the number of Department FTEs **decreased** by 10% (from 220 in 2007 to 198 in 2011).



## Family Support Services Infrastructure

**Request:** Office Support Specialists- 6 FTE's (\$314,508)

Eligibility Caseworkers- 3 FTE's (\$194,472)

**Need:**

- Residents with the fewest resources, least skills feel the brunt of economic recession → increased demand for Emergency Assistance → current system at maxed capacity → waitlist growing in number and time prior to being served
- Waitlists diminish ability to respond to client emergencies and creates further financial distress for families
- Front desk operations inefficient, unstandardized across 7 Centers
  - Rely on volunteers, temporary staff, pull caseworkers & managers from other duties
  - Creates poor customer service, client confusion, grant compliance issues

4

**Waitlists:** Because of demand, FSS is at capacity and has established a wait list that is growing in clients and time before being served. Waitlist policies differ by center. Many of the Centers only keep people's application for 30 days and then require them to reapply. The estimated average time on the wait list is between 50 to 120 days. As a result, HHS has become more of a basic needs agency rather than an emergency services agency. Pflugerville counted 2600 SRF's for their wait list and Oak Hill reported a 1000 on the waiting list last year.



## Family Support Services Infrastructure

**OSS and Caseworker positions will:** Support full implementation of a standard service delivery model across 7 Community Centers

- Ensure first client point of contact is a trained, stable staff person
  - Provide consistent, professional customer service
  - Manage the front desk, telephones and client flow
- Increase capacity to manage waitlist and reduce wait list time
- Position FSS to develop efficiencies and leverage partnerships
  - Use technology to establish a call center to more effectively and efficiently manage client demand
  - Explore collaboration with TIERS (Texas Integrated Eligibility System) to create: (1) data exchange for eligibility purposes (2) client access to submit documents or renew their state benefits without going to an HHSC office 5

**First point of contact:** Although our current volunteers are truly an asset, the professional and consistent level of performance at the front desk of each Center should be provided by a dedicated County staff person. A permanent Office Support Specialist will be better equipped to provide a high level of customer service to a population with many extreme challenges, ranging from mental health issues, homelessness, recent incarceration, family violence, medical fragility to family financial collapse. How people are treated by the first person in an agency often dictates how they behave throughout the eligibility process.

Full-time Office Support Staff to manage the front desk at each center would enable Caseworkers to serve more clients and the Center managers to spend time on their many specific Center, programmatic, and community duties.

**Waitlist:** Additional staffing would also support more effective and efficient waitlist management and service delivery. OSS staff would be responsible for managing the waiting lists at all sites in a consistent manner. Caseworkers establish eligibility for 18 different programs, both County funded and Grant Funded. Additional caseworker positions would reduce client wait times for services which should increase client satisfaction and reduce complaints.

**Efficiencies and partnerships:** Core staffing level at each center will position HHS to better use technology and further explore partnerships to create efficiencies and leverage resources and services for clients. These opportunities include (1) working to establish a call center (2) Establishing connectivity to TIERS (Texas Integrated Eligibility System) which will allow clients to see and manage their benefits, submit documents and renew benefits without going into a HHSC office. It will also allow a data exchange with the state for verification purposes, allow us to download documents so the clients don't have to gather them up and possibly, align eligibility thresholds, which would streamline our eligibility process.



## Family Support Services-Chapter 72

**Request:** Chapter 72 Emergency Assistance Funding (\$225,000)

**Need:**

- Requests for emergency assistance continues to grow
- If FSS staffing request is approved → see more clients from the waitlist → more emergency funds will be utilized
- Outside funding has been reduced (40% cut in CEAP in 2012 compared to 2011)

**Funding will:**

- Allow HHS/VS continue to provide emergency financial assistance to eligible Travis County residents in a timely manner

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**FSS Staffing:** The average trained caseworker can establish eligibility for 18 different programs including \$75,000 of Chapter 72 funding. Other grant funds are utilized, if the client meets the eligibility criteria, before Chapter 72 funding is used.

**Outside Funding:** In 2012 the largest grant that HHS&VS receives, Comprehensive Emergency Assistance Program (CEAP) was reduced by 40% due to federal deficit reduction efforts. All indications are that there will be similar reductions in 2013, thus the demand for Chapter 72 funding will increase.



## Summer Youth Employment

**Request:** 5 Site Liaisons for Summer Youth Employment (\$58,832)

**Need:**

- Summer Youth Employment program trains 1,400 youth, places 750 youth in jobs at over 200 sites each year
- 10 site liaisons hired during the summer employment period
  - Serve as a bridge between youth, work site and Travis County staff
  - Liaisons visit each job site daily (average 17 sites) to support youth, troubleshoot issues, manage timesheets
- Number of liaisons has not increased in 15 years and has not kept pace with the number of youth participants
  - Youth placed: 2006 and earlier- 600; 2007- 725; 2008 to present- 750

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**Summer Youth Employment/Work-based Learning Program** is a Travis County, and City of Austin funded program that provides employment and learning opportunities for youth 14-17 (up to 22 years of age for disabled youth) years of age in a variety of employment opportunities. Over 1400 youth are trained annually, and 750 are placed in jobs throughout the City of Austin and Travis County. Pursuant to the interlocal agreement between Travis County and the City of Austin, Travis County is responsible for the administration and management of the program except for payroll responsibilities. These responsibilities include oversight and supervision of employment sites where youth are placed in jobs. We hire approximately seven (7) temporary Office Specialists or Site Liaisons during the employment period.

**Site Liaisons:** HHS hires approximately ten (10) temporary Office Specialists or Site Liaisons during the employment period. They are a critical link and assist with providing support to youth, troubleshooting any issues that may arise, managing timesheets, and other duties as required. Site Liaisons are required to drive their personal vehicles, and travel to job sites daily basis. Each liaison manages about 17 sites per 5 week session.

**Number of liaisons over time:** The budget to support temporary staffing has not increased since the County assumed administrative oversight in 1995. Hourly rates of pay have increased since 1995 from an average of \$9 per hour to \$12.00 per hour. This has also impacted the number of Liaisons that we can hire. In 1995, we could hire close to 12 Liaisons versus 10 in 2012.

**Youth participants over time:**

Youth placement stats: 2006 (and earlier): 600; 2007: 725; 2008-present: 750

Youth completing job readiness training: 2006 (and earlier): 1025; 2007: 1100; 2008-present: over 1400

We began in 1995 with 50 youth with disabilities and now serve over 150.



## Summer Youth Employment

### **Additional liaison positions will:**

- Increase the ratio of youth to adults from 68:1 to 47:1
- Ensure adequate coverage of all job sites and support to employers
- Ensure appropriate supervision of youth
- Increase the level of youth, parent, and employer satisfaction with the youth employment experience

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Increase the ratio of youth to adults from 68:1 to 47:1. Based on the structure of the program, this will be sufficient to oversee all work sites and increase our ability to add more work sites. As a note, standard best practices require that youth to staff ratios for this type of program should be no more than 20:1 and we have a ratio that is more than double that rate.

Reducing the ratio of staff to youth will assure that all job sites and youth receive the appropriate level of time and attention.

- Ensure adequate coverage of all job sites and support to employers
- Ensure appropriate supervision of youth
- Increase the level of youth, parent, and employer satisfaction with the youth employment experience





## Finance Office Infrastructure

**Request:** 4 FTEs- 1 Contract Compliance Specialist, 2 Account Associates, 1 Administrative Assistant (\$256,569)

**Need:**

- Growing total budget (general and grant funds)— 23% increase between 2007 and 2011
- Increase in dollar amount and complexity of grants (324% increase in grant funds since 2009)
- Number of department general fund contracts has doubled in the last four years (from 45 to 85)

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**HHSVS Total Budget (General Fund and Grants):** increased by 23% from \$36,639,866 in 2007 to \$44,942,421 in 2011.

**Grant amount and type:** Number of the Department's grant programs have remained steady from 2009 to 2013 (average of 18.5 per year) but funded awards have increased 324%.

The grants the Department has assumed responsibility for are complex, multi-year, and multi-faceted. They require heightened management and coordination with external partners, within the department, and between HHSVS and other County departments. The programs require a more intense level of oversight to ensure that the department is appropriately managing its risk and effectively administering these grants.

**Number of Contracts:** 193% increased workload as the number of contracts has doubled in the last four years from 45 to 85, still only two staff to oversee all social service contracts and interlocals.



## Finance Office Infrastructure

### Increased staffing will ensure:

- Continued compliance with applicable laws, regulations, guidelines and standardized financial practices
- Improved internal controls and quality assurance
- Safeguarding for receipt of clean or unqualified audit findings and reports
- Timely response and provision of technical assistance to support grants, contracts and other financial transactions
- More equitable distribution of staff workload and greater opportunity for all staff to obtain training to strengthen business management competencies

10



## Program Evaluation

**Request:** Increase Investment in Independent Program Evaluation Service (\$50,000)

**Need:**

- HHS/VS invests \$9 million in purchased social services annually
- Current measurement and reporting system: short-term focus, results reported within a contract/fiscal year
- Limits of current system: provides little or no information about long-term impacts or about how programs and services interact to benefit common participants (exception is Workforce Development)



## Program Evaluation

### Increased investment with the Ray Marshall Center at UT-Austin will:

- Expand evaluation to include full range of direct and purchased services
  - Who is being served, what services are they receiving, how frequently and for how long?
  - How effective are we in promoting housing stability?
- Further develop Workforce Development evaluation
- Continue and grow opportunities to leverage the resources of the RMC: data, technical expertise, connections
- Provide long-term, effectiveness and return on investment data to inform greater efficiency and effectiveness of direct and community-based services
- Contribute to community-wide evaluation of the impact of social services (potential investment of City of Austin, other public and private sources)

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**Further develop Workforce Development evaluation:** Building on the existing investment in evaluation of workforce development services, can we reach beyond the existing data sources (primarily unemployment insurance [UI] wage data) to create a fuller picture of employment and earnings in industries like construction that are historically under-reported in the UI system?

### Continue and grow opportunities to leverage the resources of the RMC:

1. They have data sharing agreements in place to access to data we don't, for example:
  - UI wage data, SNAP and TANF data;
  - Student futures project for info on student achievement post-graduation
2. They have technical expertise we can't afford internally; nationally recognized experts in the work we want to see done;
3. Engaging their expertise and reputation avoids any question of bias in the results
4. They serve as a point of contact to help access expertise across the University, beyond the RMC (ex. The Center for Health and Social Policy)
5. They also connect us into larger national efforts and have been instrumental in bringing national foundation and federal grant funds into our community, for example:
  - The National Fund for Workforce Solutions (WF Intermediary Initiative);
  - DoL Innovations Grant – Workforce Solutions is one of 5 sites nationwide piloting innovative strategies to help disadvantaged residents enter and complete Community College certificate and degree programs

**Contribute to community-wide evaluation of the impact of social services:** County staff is currently working with the City of Austin and the Ray Marshall Center to build a consolidated evaluation plan that we will be able to implement quickly once any funding is secured. We are also working to engage other public and private funders to support this effort to create a more comprehensive, community-wide approach to measure the impact of social service investments.



## Texas AgriLife Extension Service - Travis County

**Request:** Volunteer Coordinator- .5 FTE (\$30,568)

**Need/Background:**

- In 2011, **1,269 Volunteers** assisted with planning and conducting AgriLife Extension programs, **310 of these volunteers** were trained to teach educational programs.
- In 2011, trained volunteers taught **8,330 clientele**.
- Demand exceeds ability to provide educational programs → capacity limited by lack of a permanent, dedicated staff person to train and manage Family and Consumer Science Volunteer Instructors

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Volunteers are a valuable asset to the Texas AgriLife Extension Service. You are probably very familiar with the Master Gardener, and 4-H Volunteer programs provided by the Texas AgriLife Extension Service.

Our volunteers in Travis County help us:

- Ensure that educational programs are relevant
- Expand the delivery of our educational programs and activities through our Master Volunteer training programs.
- Interpret the value of AgriLife Extension to others.

In 2011, 1,269 Travis County residents participated as volunteers with the Texas AgriLife Extension Service. It was estimated that they gave over 36,500 hours back to our communities. These hours were valued at over \$780,500 thousand dollars. Source: Independentsector.org

Despite educational program successes, demand still exceeds the ability to provide educational programs. Capacity is limited by lack of a permanent, dedicated staff person to recruit, train, and manage Family and Consumer Science Volunteer Instructors



## Texas AgriLife Extension Service - Travis County

### **Role: Family & Consumer Science Volunteer Coordinator**

- Recruit Financial Literacy Education and Master Wellness Volunteers
- Train volunteers to implement financial literacy and health/wellness education programs
- Track volunteer reporting

### **Potential Impact:**

- Train 50 new volunteer instructors
- Reach 5,000 additional clientele with financial literacy and health/wellness education programs
- Supervising County Extension Agent will have time to focus on:
  - Addressing emerging issues affecting citizens
  - Cultivating new community partnership/networks
  - Researching and securing additional funding sources

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The role of the half-time Family & Consumer Science (FCS) Volunteer Coordinator would be to:

1. Recruit Financial Literacy Education Volunteers and Master Wellness Volunteers
2. Train volunteers to implement financial literacy education and health/wellness programs
3. Track volunteer reporting

The potential impact of hiring a half-time FCS Volunteer Coordinator would be:

1. 50 new volunteer instructors would be trained
2. 5,000 additional clientele would be reached with financial literacy and health/wellness education programs
3. The supervising County Extension Agent will have time to focus on:
  - Addressing emerging issues affecting citizens
  - Cultivating new community partnership/networks
  - Researching and securing additional funding sources



## Sustainable Food Policy Board

**Request:** Sustainability Food Program Coordinator (\$63,705)

**Need:** No dedicated County staff available to work with the Board → limits Board's ability to be involved and effective in advising the Court on matters relating to sustainable food policy

**A dedicated staff person would:**

- Provide a consistent link to Travis County and to County departments whose work intersects with that of the Board
- Ensure the Board is kept informed of the County's planning, on-going work, and deadlines and create opportunities for the Board to be more involved in advising the Commissioners
- Allow the County to share staff support role with the City

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The SFPB is an Advisory body to the Austin City Council and Travis County Commissioners' Court concerning the need to improve the availability of safe, nutritious, local, and sustainably-grown food at reasonable prices for all residents, particularly those in need, by coordinating the relevant activities of city and county government, as well as non-profit organizations, and food and farming businesses.

The Board wishes to be more involved in advising the Commissioners on matters related to urban farming, community gardens, farmland preservation, solid waste recovery and disposal and development and use of locally grown food to benefit persons who are indigent and-or have little access to fresh food.

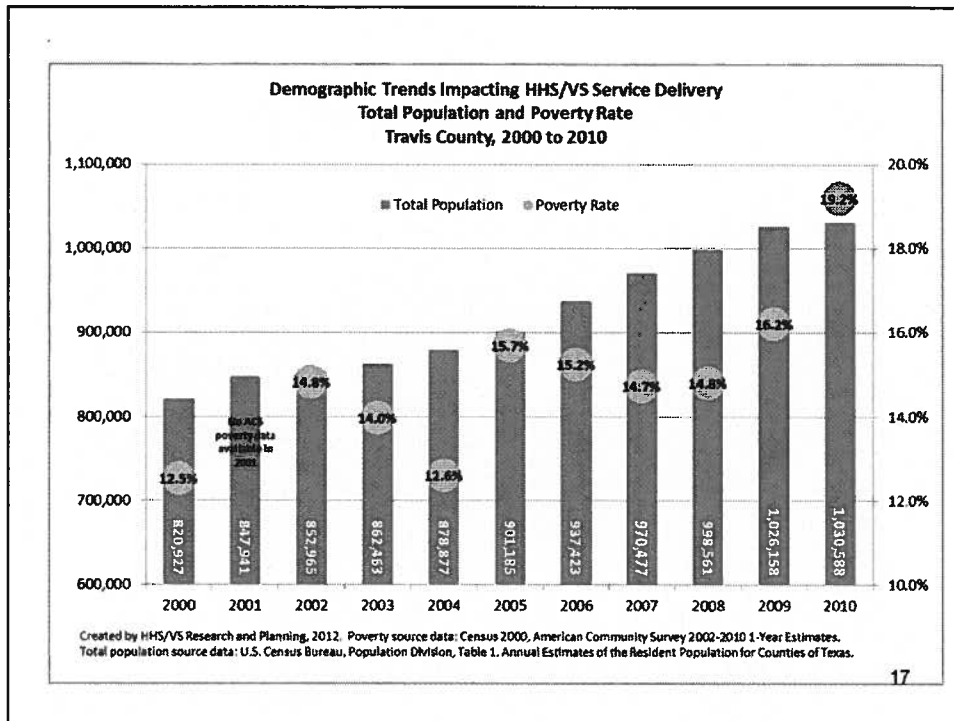
The City of Austin is staffing the Board meetings and their Executive Committee meetings. The City would like the County to staff one of these meetings on a consistent basis. This would require regular attendance and the preparation of meeting minutes in the City of Austin's format per city ordinance.



## Overview

There has been significant growth in the County population, although not all segments of the population are growing equally— much of this growth has been among key populations HHS/VS serves. The community is growing increasingly diverse, and increasingly poor. Child, senior and pre-senior populations are growing most rapidly. As the central city has become more affluent, vulnerable and disadvantaged populations have shifted from the urban core to the outlying areas of the County.





This slide shows some specific data points related to the statement our first slide.

The blue columns indicate the overall population growth of the County. Between July 1, 2000 and July 1, 2010 Travis County's total population grew by 26% and nearly 210,000 people.

Source: Census Bureau's Population Estimates Program (PEP) which utilizes current data on births, deaths, and migration to calculate population change since the most recent decennial census and produce a time series of estimates of population for July 1 of each year.

As shown in the green circles, poverty in Travis County has also increased significantly since 2000. The 194,156 people living in poverty in Travis County in 2010 represent a 95% increase in the number of residents living in poverty since 2000 (99,388 residents lived in poverty in 2000). There has also been a clear upward trend in the poverty rate over the past three years (14.8%, 144,336 people in poverty in 2008; 16.2%, 163,630 residents in poverty in 2009; 19.2%, 194,156 residents in poverty in 2010.) Source: ACS 2002-2010

Although not shown in the chart, as another note, child poverty in the County is also rising. In 2010, 25.4% of all children under 18 were living in poverty, up from 23.2% in 2009 and 19.1% in 2008. Source: ACS 2008-2010



## Economic Conditions

- Household incomes are down. 2010 reported median household income is \$51,743, nearly \$4,500 less than that of 2008 [\$56,176]. This marks an 8% decrease.
- The County unemployment rate in May of 2012 (5.7%), while lower than that of the state (6.9%), remains considerably higher than County rates prior to 2009 (~4%) when the recession took hold.

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There are also several additional economic conditions that point to a continuing need for Department services.

Household incomes are down. 2010 reported median household income is \$51,743, nearly \$4,500 less than that of 2008 [\$56,176]. This marks an 8% decrease.

As another note, once adjusted for inflation, the actual value of Travis County's median household income was almost \$8000 lower in 2010 than in 2002. Source: ACS 2002-2010

The County unemployment rate in May of 2012 (5.7%), while lower than that of the state (6.9%) remains considerably higher than County rates prior to 2009 (~4%) when the recession took hold. Even with declining local unemployment (May 2012 figures are lower compared with the 6.8% County unemployment rate in May 2011) these numbers indicate that as of May 2012, more than 34,000 people were unemployed and looking for work. [May 2012 is the last month for which county level unemployment numbers are available from BLS as of 7/13/12]. Source: BLS 2009-2012



## External Continuation Requests

### Request:

- Skillpoint Alliance— Gateway Training Program: \$248,615
- Workforce Solutions— REM Enhancement: \$155,882

### Need:

- For new or pilot programs, a 3-year project period is suggested to allow for start-up, implementation, and evaluation of results

### Funding will:

- Extend support for new programs provided with one-time funding in FY12 through FY13

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These two investments began in FY2012 in response to state cuts to employment services for ex-offenders. Both build off models that have proven effective in improving employment rates for very hard to serve participants, particularly ex-offenders. In each case, our new investment allowed both an increase in the number served and program enhancements to better serve our priority populations:

**Skillpoint Alliance:** Supports further diversification of the occupational tracks available beyond the original construction Gateway; Gateway training now includes specific construction trades (electrical, plumbing, HVAC), automotive, and some health care opportunities. (Our new investment served 42 additional clients for a total of 438 clients served).

**WFS - REM Enhancements:** implemented a case management function specifically for ex-offenders and diversified employment tracks to include on-the-job training and pre-apprenticeship tracks. (Our new investment served 39 additional clients for a total of 120 clients served).

In both cases, diversifying options allows greater flexibility to respond to labor market needs, which, in turn, creates greater opportunities for participant success.

**FY 2013 BUDGET REQUEST ANALYSIS**

**Req #3: Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance, \$254,969**

**Req #7: Housing Svcs – Sustain Infrastructure – Carpenter Reclassifications, \$8,520**

**Req #8: Family Support Svcs – Standardize Infrastructure (all sites) – Office Specialists – 6 FTE's, \$315,408**

**Req #12: FSS – Standardize Infrastructure – Eligibility Caseworkers – 3 FTE's, \$194,922**

**General Fund: 001**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>13</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$649,097</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$62,910</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$712,007</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$61,812</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$773,819</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

**Req #3: Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance** – This request provides for an optimum level of professional accounting, financial analysis, forecasting and advisory services using standard methods and procedures in accordance with federal, state, local and County applicable laws, rules, regulations, guidelines and practices. It allows the Finance Office to increase positions for the first time in 5 years, which will allow for the appropriate staffing levels and structure to meet the growing demands and challenges that the office has assumed for addressing the increased resources and reporting demands the department has in its normal course of work.

The four FTE include:

- 1 Contract Compliance Specialist,
- 2 Accountant Associates, and
- 1 Administrative Assistant

HHS writes that the department's total budget (General and grant funds) has increased by 23% from \$36,639,866 in 2007 to \$44,942,421 in 2011. While the number of grants has remained stable at an average of 18.5 per year, the award amounts have increased by 324%. In addition, HHS reports that the number of contracts/subcontracts the department oversees has nearly doubled in the last four years from 44 to 85.

**Req #7: Housing Svcs – Sustain Infrastructure – Carpenter Reclassifications** – HHS is requesting the reclassification of slots 75 and 193 from Carpenter to Carpenter Sr. positions with additional pay and salary adjustments for slots 64 and 189 who are already classified at the Carpenter Sr. level. HHS describes the issue in the PB-4 in this way:

Several years ago HRMD Compensation created a Carpenter, Sr. classification, so that we could eventually have a “lead” or “foreman” role for future expansion of the program. When this position was initially created, 3 Carpenter slots were arbitrarily assigned to this new Carpenter, Sr. title, for purposes of creating a “place holder” for future use of the classification. At that time, the incumbents assigned to the new Senior-level title did not perform any duties or have any other responsibilities that were higher or different from their Carpenter peers. Therefore, the incumbents did not receive any increase in pay. Over time, the incumbents of slots 64 and 189; along with slots 75 and 193, took on the role of “Assessor” which is a functional title that has evolved as the business model has changed. The incumbents in these positions have performed duties requiring higher skillsets, experience and lead responsibilities. The skill-set required for this role is more advanced than a Carpenter, and needs to be recognized for the higher technical, and administrative duties that are performed. The Housing Services Program has relied upon the incumbents in these 4 slots, both the two that are already classified as Carpenter, Sr., and the two that are still classified as Carpenter, in an Assessor role for many years. In order to provide a pay differential to staff that have duties and responsibilities markedly different from positions performing Carpenter-level work, HHSVS requests that slots 75 and 193 be reclassified to Carpenter Sr. It is also requested that all four of these slots are funded for a 1 PG increase using the same formula and methodology utilized during the MSS for 2011/2012.

**★ Req #8: Family Support Svcs – Standardize Infrastructure (all sites) – Office Specialists – 6 FTE's** – The Family Support Services Division requests funding for six Office Support Specialists to be located within the division and deployed to the Community Centers that do not have Office Support staff or are understaffed. These Office Support Specialists will allow for more efficient use of the Caseworker and Center Manager’s skill sets. A core staffing level allows each Center to implement a standard business process and service delivery model which will position HHS to better use technology and a call center model to respond to the growing indigent population in the future.

**★ Req #12: FSS – Standardize Infrastructure – Eligibility Caseworkers – 3 FTE's** – Family Support Services Division requests the addition of three staff positions functioning as eligibility Caseworkers. These positions would be located in the County Community Centers and establish eligibility for the 18 basic needs programs administered by HHSVS. The department writes that the numbers of clients coming to HHS for services have increased to the point that “wait lists” have

been created at each Center. This often delays needed services getting to the individuals and families needing assistance contributing to them getting further into a financial hole.

**PBO Recommendations & Comments:** PBO does not recommend funding for these requests for additional resources at this time. PBO has had to balance requests for additional staff countywide and could not accommodate funding all the most needed FTE in the Preliminary Budget.

**Req #3: Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance** – Please note that the Finance Division has had to use vacancy savings from two vacant Accountant Associate positions (slots 270 and 271) to pay two temporary slots that were assisting with the implementation and management of \$7.1 million worth of ARRA grants instead of requesting added resources for that purpose. This left the division void of staffing to support the growing grants whose awards have increased, the increased volume of social service contracts, and the overall increase of the adopted budget. Slot 271 will be filled by the end of July with the with slot 270 projected to be filled by the end of the year.

**Req #7: Housing Svcs – Sustain Infrastructure – Carpenter Reclassifications** – HHS has also requested two more Carpenter positions to be reclassified to Carpenter Sr. under a program expansion request discussed later in this document. If these four reclassifications are approved, HHS will have seven Carpenter and six Carpenter Sr. positions in its Housing Services Division.

**Req #8: Family Support Svcs – Standardize Infrastructure (all sites) – Office Specialists – 6 FTE's** – The budget submission (slot list and organizational chart for the Family Support Services Division) indicates that two Office Specialist positions located at Palm Square are currently vacant. Both of these positions have since been filled. Slot 94, an Office Assistant, pay grade 10, was recently reclassified and is currently being backfilled with a temporary employee. This position will be posted before the end of the year. In addition, the organizational chart shows that Northwest Rural, West Rural and South Rural Community Centers do not have an Office Specialist assigned to those locations. South Rural Community Center has an Administrative Associate, but the position is assigned to the LiRAP grant. The Position Analysis questionnaire (PAQ) for these positions lists a long and complex list of duties including the following:

Serves as first public relations communications, greeting contact requiring initiative and interpretation of policies and procedures as to what is acceptable and unacceptable in terms of service delivery operations. Has broad latitude for independent judgment in performance of duties, addressing issues and policy matters through triaging, conferring and referring issues as appropriate. Performs a variety of research, planning and technical duties.

Handles problems and non-routine situations by determining the approach or action to take and implements the guidelines, policies and procedures. Has contact with high-level administrative offices requiring use of business vocabulary, tact, discretion and judgment. Has lead responsibility in the purchasing and receipt of supplies, equipment, resources including managing and tracking the related status of actions.

Provides technical assistance to personnel in complying with external requirements for billing and payment responsibilities. Liaisons with external divisions pertaining to operational needs and issues. Collaboratively ensures the upkeep, maintenance and availability of adequate and current technical information for signatory action by administrator and caseworkers. Develops and participates in community organizations, projects and related activities pertaining to the division's mission, goal and objectives. Has broad responsibility for ensuring accurate communication and coordinating billing and payment work and communications to other division components.

Leads and coordinates the Center's food pantry operations (Capital Area Food Bank [CAFB] regulations, checklist, temperature logs), arranging and assisting the CAFB with the ordering, delivering, receiving and stocking of food supplies for the pantry.

A long list of additional duties continues in the PAQ.

**★ Req #12: FSS – Standardize Infrastructure – Eligibility Caseworkers – 3 FTE's** – HHS writes in this budget request that the addition of each new Caseworker results in an additional client eligibility being established of approximately \$75,000 per year for Chapter 72 funded services. If these three FTE are approved, an additional cost of \$225,000 in Chapter 72 assistance would likely need to be budgeted too, although the department did not include this potential cost in its request.

**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
<b>Req #3 Finance Staff</b>				
% of timely and accurate financial reports provided to HHS programs or offices	70%	50%	50%	75%
Divisions and programs	85%	75%	70%	85%

h5



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
receive prompt and accurate responses to purchasing requests				
<b>Req #7 Carpenter Reclassifications</b>				
Total households served	1,160	680	295	345
<b>Req #12 Additional Case Workers</b>				
Emergency assistance Ch. 72	n/a	n/a	n/a	882
ATMOS	n/a	n/a	n/a	87
CEAP	n/a	n/a	n/a	801
EFSP	n/a	n/a	n/a	60
Non-funded	n/a	n/a	n/a	1,419
PEC	n/a	n/a	n/a	177
PlusOne	n/a	n/a	n/a	117
ProjCare	n/a	n/a	n/a	75
SAAM	n/a	n/a	n/a	192
TXU	n/a	n/a	n/a	63

**Req #3: Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance** – It is not clear from the request why the performance measures are expected to drop in FY 12. Also, is the drop in performance measures take into consideration the hiring of the long vacant Accountant Associate positions?

**Req #7: Housing Svcs – Sustain Infrastructure – Carpenter Reclassifications** – Although the department writes that the results of these reclassifications will be measured by the number of homes repaired and/or weatherized, the performance measures submitted show that the number of households served will drop by 70% from FY 11 to FY 13 with the reclassification funding. PBO requests that HHS explain grant funding changes that we assume is impacting these figures, given budget request #6 which requests an expansion of this housing repair and weatherization program. The reduction in households served is due to the completion of over \$9 million in American Recovery and Reinvestment Act funding expended during the reporting period. This work was achieved through the use of contractors paid with grant funding. The department’s request focuses on general fund programming that is related to stabilizing and sustaining the Travis County Home Repair Program. This program serves to improve health and safety outcomes of indigent Travis County residents. The department has elected to delay this request, and will seek assistance from the Court at a later date.

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**★ Req #8: Family Support Svcs – Standardize Infrastructure (all sites) – Office Specialists – 6 FTE's** – HHS reports that there is no specific program indicator for these positions other than the customer satisfaction survey measure. However, the department reports that it is working with ITS on developing an in-house client check-in system to help track the number of clients checking in to the various community centers and at Palm Square.

**★ Req #12: FSS – Standardize Infrastructure – Eligibility Caseworkers – 3 FTE's** – HHS reports that the three new Case Workers will increase the division's measures associated with the numbers of individuals served through the eligibility process (excluding burial and case management). HHS reports that the new Case Workers might also have some quality control responsibilities which do not directly impact the workload measures reported above.

**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Family Support Svcs – Standardize Infrastructure(all sites) – Office Specialists – 6 FTE’s	# 8
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	HHSVS Family Support Services	
<b>Fund/Department/Division:</b>	001/58/54	
<b>Amount of Request:</b>	\$285,518	
<b>Collaborating Departments/Agencies:</b>	N/A	
<b>Contact Information (Name/Phone):</b>	Jim Lehrman, LMSW-AP, 854-9879	

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

Family Support Services Division (FSS) requests the addition of 6 staff positions functioning as Office Support Specialists. These positions would each be located within the Family Support Services Division and deployed to the Community Centers that do not have Office Support Staff or are understaffed.

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

Family Support Services operates seven Community Centers that provide a range of services and activities associated with the basic survival needs of the poorest residents in Travis County. Currently, four Community Centers have at least one assigned Office Support Specialist (OSS). The Office Support Staff are vital to the operations of the Centers and the delivery of services to HHS&VS clients.

Maintaining accurate record keeping and maintenance is vital for County funded services as well as the over \$5 million of grant funded services provided at the Centers. It is a high priority for FSS to administer all grants in a manner that does not produce audit exceptions and repayment of grant funds.

Additionally, the Centers are expected to provide a high level of customer service to a population with many extreme challenges, ranging from mental health issues, homelessness, recent incarceration, family violence, medical fragility to family financial collapse. How people are treated by the first person in an agency often dictates how they behave throughout the eligibility process. Because of the fragile situation many of our clients find themselves in, the skill and professionalism of Office Support Specialists is equally important when compared to Caseworkers and Center Managers.

Getting people in crisis the services they need and are eligible for in an efficient, effective manner is another high priority for FSS. The addition of 6 OSS staff will put in place a core staffing pattern for each Center that will allow the full implementation of a standard service delivery model across the county.

Presently, Centers have had to operate out of the necessity of the staff that they have. Some use volunteers or AARP members to cover the front desk. Others pull caseworkers from seeing clients to answer phones or attend to clients in the waiting room. Many had temporary staff or had the Center Manager staffing the front desk. This is an inefficient and costly system in terms

of training and retraining, system disruption, poor customer service and client confusion. It has also been the root of many grant compliance issues. This additional Office Support Staff would enable Caseworkers to serve more clients and the Center managers to spend time on their many specific Center, programmatic, and community duties.

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

With the addition of these positions, HHS&VS capacity to serve an ever growing indigent county population will be increased. Presently the Centers are using a “waiting list” system to manage their demand for services. Waiting lists for services greatly diminishes the ability to respond to individual client emergencies, but helps provide more consistent and client-friendly services across all locations. These Office Support Specialists are responsible for managing the waiting lists at all sites in a consistent manner, and will provide a core staffing level at each center of trained, stable and professional staff. A core staffing level allows each Center to implement a standard business process and service delivery model which will position HHS&VS to better use technology and a call center model to respond to the growing indigent population in the future.

These Office Support Specialists will also allow for more efficient utilization of the Caseworker and Center Manager’s skill sets. Although our current volunteers are truly an asset, the professional and consistent level of performance at the front desk of each Center should be provided by a dedicated County staff person. This will ensure a focus on the first point of contact for customers being devoted to customer service.

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

The primary argument against this request is the cost. There is the cost of the OSS staff and when caseworker time is freed up to see more clients on the waiting list, expenditures (from both grant and general funds) for client needs will likely increase.

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

The proposed timeline of this request would be to begin filling positions immediately upon approval at the Centers that do not have sufficient County funded Office Support Staff. Recently HHS&VS terminated the employment of several grant-paid OSS staff that would be good candidates to fill permanent positions, since they are already trained for the position. These positions would be deployed to the Centers in Manor, Pflugerville, Del Valle, Jonestown, Oak Hill and one General Fund Temporary OSS position in Palm Square would be converted to a full time position. The outcome would improve customer service, and standardize the way FSS delivers the services in each of the Community Centers. This would also help FSS reduce the time clients spend waiting to be seen for the services that they are requesting.

**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 specific program indicator for these positions other than the customer satisfaction survey measure. It is expected that client satisfaction will increase if they are seen in a consistent manner from Center to Center and they are seen in a more timely fashion. It is also expected that all of the FSS program measures will be positively impacted by having a core staffing of trained, stable, professional staff managing the front desk, telephones and client flow.

**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
Not Applicable	N/A	N/A	N/A	N/A

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

Funding these positions will provide the community with more resources to optimize self-sufficiency of families and individuals. These services include:

- Workforce referrals, referrals to appropriate community-based resources for services
- Information and referral
- Fans, coats for kids, Christmas Baskets
- Food pantries
- Clothing closets

Funding these positions will honor the commitment to Travis County for judicious use of resources. Further having consistent front desk staff allows for a positive customer service experience for residents in our Community Centers for other activities such as Medical Assistance Program Applicants and Senior Congregant luncheon participants. Funding these positions will also allow a standard service delivery model, which will be less confusing to clients, thus reducing complaints. It will position FSS to better use automation and eventually, develop a call center process to manage client demand.

**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.**

Customer service will continue to be negatively impacted by the inefficient use of staff resources and the lack of accountability for the front desk and central files operations. The amount of time a client spends waiting for services will continue to increase. The capability to respond to emergencies and family crises will decrease. Centers will continue to operate inefficiently.

**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 will not leverage additional resource but it will allow the redistribution of some grant funding. Presently, FSS is utilizing a portion of the Comprehensive Energy Assistance (CEAP) grant to fund 4 OSS positions for 4 months of 2012. This is all that is allowed by the CEAP grant allocation for this year. Funding these positions would allow FSS to utilize that funding to assist clients with utilities.

**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. This request will enhance customer service for county residents.

**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 request will not impact the collaborations that FSS already has in the basic needs community.

<b>11.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>	<b>Yes</b>
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	<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>	
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<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	

**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	FSS – Standardize Infrastructure - Eligibility Caseworkers – 3 FTE’s	# 12
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	HHSVS Family Support Services	
<b>Fund/Department/Division:</b>	001/58/54	
<b>Amount of Request:</b>	\$184,103	
<b>Collaborating Departments/Agencies:</b>	N/A	
<b>Contact Information (Name/Phone):</b>	Jim Lehrman, LMSW-AP	

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

Family Support Services Division requests the addition of three staff positions functioning as eligibility Caseworkers. These positions would be located in the County Community Centers and establish eligibility for the 18 basic needs programs administered by HHSVS.

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

Family Support Services operates the seven Community Centers that provide a range of services and activities associated with the basic survival needs of the poorest residents in Travis County. Currently, the seven Community Centers have 30 caseworkers that establish eligibility for 18 programs including County funded Emergency Assistance. The indigent population of Travis County continues to grow as does the general population. Although Travis County has fared better than many counties in Texas during the economic recession, the poorest and least skilled residents have felt the brunt of the economic climate. The numbers of clients coming to HHSVS for services have increased to the point that “wait lists” have been created at each Center. This often delays needed services getting to the individuals and families needing assistance contributing to them getting further into a financial chasm.

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

With the addition of 3 caseworkers, HHSVS’s capacity to serve an ever growing indigent County population, will be increased. Presently the Centers are using a “wait list” system to manage their demand for services. Wait lists for services greatly diminishes the ability to respond to individual client emergencies.

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

The primary argument against this request is the cost. There is the cost of the staff positions requested and the additional caseworkers will be able see more clients on the “wait list” thus, more Chapter 72 funds for utilities, rent, prescriptions, food, and transportation will be needed. The average trained caseworker annually establishes eligibility for \$75,000.00 of Chapter 72 funded Services. County funded emergency service is the fund of last resort, if the client is eligible for other grant funded services. The Comprehensive Emergency Assistance Program (CEAP) was reduced by 40% in 2012. If the reduction continues in 2013 there will be a higher demand of County Funded Emergency Services funds than in previous years.

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

The proposed timeline of this request would be to begin filling positions Community Centers immediately upon approval. A review of the “wait list” times will be conducted at the time of placement. If that review were done today, the positions would be placed at Del Valle, Manor and Palm Square. Recently HHSVS terminated the employment of several grant paid Caseworker staff that would be good candidates to fill permanent positions, since they are already trained for the position. The outcome of these positions would to increase the services and standardize the way FSS delivers the services in each of the Community Centers. This would help FSS reduce the time clients spend waiting on being seen for the services that they are requesting. It would also reduce client confusion when dealing with multiple Centers.

**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 addition of these three caseworkers will increase the FSS measures associated with the numbers of individuals served through the eligibility process except for burial and case management. An independent evaluation is not necessary because HHSVS reports on these measures each year.

**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
Emergency assistance chapter 72	N/A	N/A	N/A	882
ATMOS	N/A	N/A	N/A	87
CEAP	N/A	N/A	N/A	801
EFSP	N/A	N/A	N/A	60
Non-funded	N/A	N/A	N/A	1419
PEC	N/A	N/A	N/A	177
PlusOne	N/A	N/A	N/A	117
ProjCare	N/A	N/A	N/A	75
SAAM	N/A	N/A	N/A	192
TXU	N/A	N/A	N/A	63

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

Funding these positions will provide the community with more resources to deal with financial crises and promote self-sufficiency of families and individuals. Caseworkers establish eligibility for 18 different programs, both County funded and Grant Funded. These positions would increase the FSS service levels and program outcomes by a 10<sup>th</sup>, since we have 30 caseworkers. It would reduce client wait times for services which should increase client satisfaction and reduce complaints.



**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.**

The indigent population will continue to grow and the ability of HHSVS to adequately respond and meet client demand will continue to decline. FSS is becoming less and less of an emergency assistance division due to a lack of capacity to be able to see people in crisis on a timely basis. Although Travis County is not mandated to provide social and financial services to the County's indigent population by statute, there has been a historical pattern to do so. Unmet needs of poverty often leads to residents becoming involved in more expensive social ill, such as, school drop-out, family violence, substance abuse and the juvenile and adult criminal justice system. As the County's population grows, so does the indigent segment of that population.

**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 will not leverage additional resource but it will allow the redistribution of some grant funding. In 2011 the Comprehensive Energy Assistance (CEAP) grant allocation was great enough to allow four caseworkers to be hired out of CEAP funding. The allocation was reduced in 2012, thus the caseworkers could not continue to be funded with grant funds. It is unknown what 2013 and beyond award amount will be. Funding these positions out of General Funds would allow FSS to utilize the total CEAP funding to assist clients with utilities instead of funding caseworkers.

**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 does not generate additional revenue. However, additional staff increase the number of appointments available to residents. Case workers are trained to determine eligibility for County programs but they also provide information on other resources in the community.

**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 request will not impact the collaborations that FSS already has in the basic needs community.

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

<b>Building Address</b>		<b>Floor #</b>	
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<b>Suite/Office #</b>		<b>Workstation #</b>	
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**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: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications, \$310,586**

**★ Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding, \$225,000**

**Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE’s, \$168,300**

**Req #26: Sustainability Food Program Coordinator – 1 FTE, \$63,305**

**Req #29: Summer Youth Employment (WBL) – Expand Program – Summer Liaisons, \$58,832**

**General Fund: 001**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$271,139</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$538,800</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$809,939</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$16,084</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$826,023</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

**Req #6: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications** - Travis County Housing Services had a long standing contractual agreement with Austin Energy and the City of Austin to be a subcontractor for the City of Austin’s Free Weatherization Program. The City of Austin’s Weatherization Program was suspended during 2011 and 2012 due to the influx of funding from the American Recovery and Reinvestment Act (ARRA) program. The City is now looking at ways to rebuild their program. Austin Energy and Travis County Housing Management have met and there are possibilities for future combined weatherization effort. Travis County Housing Services has determined that there is an increasing need for Home Repair Service funding in the community due to increased service requests and a housing stock that requires extensive repair. In order to meet this need and keep pace with increasing prices of materials and subcontracted service’s it has become necessary to request additional funds for the HHS Home Repair budget.

**★ Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding** – An increase the allocation to Chapter 72 (the County civil code that outlines assistance with: rent/mortgage, utilities, prescription and food voucher emergency assistance) is needed to meet a projected shortfall in the budget due to an increase in eligible clients presenting for emergency financial assistance from Travis County HHS&VS.

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**Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE’s** - In the fall of 2011, the Judicial Support Task Force made up of community groups, county, and city government representatives, school district representatives, service providers and others, convened to explore community-based programs that could supplement the justice system’s response to juvenile truancy issues.

The Judicial Support Task Force is recommending that the Neighborhood Conference Committee (NCC) Program be expanded with the expectation that the NCC Restorative Justice Model be implemented along with AISD’s current programming in hopes of having a greater impact on the Truancy issue. NCC would work to augment the services at campuses where AISD’s Family Resource Centers are established, and would work to involve community members as key stakeholders to help address the truancy issue on a case-by-case basis, and the NCC case managers (social services assistants) would provide ongoing supervision, and service coordination of the youth.

**Req #26: Sustainability Food Program Coordinator – 1 FTE** - The Department requests funding for a Planner/Management/Research Specialist to assist the Sustainable Food Policy Board (SFPB) with its work on behalf of the Travis County Commissioners Court. Currently, HHS/VS staff attempts to assist the Board as time permits. The Board requires a consistent staff presence to ensure that they are kept informed on the County’s planning, on-going work and appropriate deadlines. The Board wishes to be more involved in advising the Commissioners on matters related to urban farming, community gardens, farmland preservation, solid waste recovery and disposal and development and use of locally grown food to benefit persons who are indigent and-or have little access to fresh food. In order to be effective, the Board needs consistency in its interaction with County staff. In addition, a staff person is needed to stay up to date and informed on the Board’s work and their needs. The Department will evaluate the effectiveness of this position at the end of FY 2013.

**Req #29: Summer Youth Employment (WBL) – Expand Program – Summer Liaisons** - The Summer Youth Employment/Work-based Learning Program is a Travis County, and City of Austin funded program that provides employment and learning opportunities for youth 14-17 (up to 22 years of age for disabled youth) years of age in a variety of employment opportunities. Over 1,400 youth are trained annually, and 750 are placed in jobs throughout the City of Austin and Travis County.

Pursuant to the interlocal agreement between Travis County and the City of Austin, Travis County is responsible for the administration and management of the program except for payroll responsibilities. These responsibilities include oversight and supervision of employment sites where youth are placed in jobs. We hire approximately seven (7) temporary Office Specialists or Site Liaisons during the employment period. The Site Liaisons serve as a bridge between the youth, the work site, and Travis County staff. They are a critical link and assist with providing support to youth, trouble-shooting any issues that may arise, managing timesheets, and other duties as required. Site Liaisons are required to drive their personal vehicles, and travel to job sites daily.

The number of Site Liaisons has not increased for over 15 years, and has not kept pace with the number of youth that are trained and placed in jobs. In order to safely and effectively support youth at the job sites, HHS requests an increase of 5 additional temporary Site Liaisons (Office Specialists). The addition of five (5) temporary staff along with the 4 regular FTE's would increase the ratio of youth to adults from 68:1 to 47:1. Based on the structure of the program, this will be sufficient to oversee all work sites and increase the department's ability to add more work sites.

**PBO Recommendations & Comments:** These requests are all for expanded services. PBO does not recommend funding for these requests at this time.

The 2010 U.S. Census documents a poverty rate in Travis County of 19% in 2010. That's 194,156 households living at or below the poverty level. The number of Travis County households living at or below 200% of the poverty rate almost doubles that figure to 375,147, or 37% of the population. The increased need has not abated with the slow economic recovery.

**Req #6: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications** – PBO does not recommend funding for this request. PBO requests that HHS provide more information on the complete funding stream (County, grant and any other funding) for this program and an explanation of the measure for the number of households served.

~~Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding~~ – PBO recommends that HHS discuss this request with Commissioners Court during budget hearings so that Court can help prioritize the various requests.

**Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE's** – Truancy is endemic in local school districts, especially AISD. However, PBO continues to call for the development of a comprehensive program that includes the Justice Courts as well as the Juvenile Probation's Truancy Court, school districts, Municipal Court, and other affected parties. Select funding requests for programs such as this one, it appears, leads to a handful of school truants from selected schools receiving intensive interventions while the vast majority of others are offered little to no interventions. In prior year discussions with Justices of the Peace, PBO has been told that school districts often wait weeks and months after the truancy starts to file their cases in the court system. Some school kids lose whole semesters before any intervention is attempted.

Additionally, as reported below, the performance measures for this \$168,300 budget request highlight the goal that the number of truant youth slated to receive some type of intervention through this funding total 25. In the budget request, HHS reports that for the first two six-week periods of this last school year 634 middle school students were reported as chronically

truant. The department should be prepared to answer how expanding this program at a cost of \$6,732 per child will lead to improved outcomes.

In discussions with staff on this budget request, staff report that the NCC Program is a comprehensive approach to intervention and improving the outcomes of program participants. This program is a collaborative effort between Travis County Health and Human Services, City of Austin, Travis County Truancy Court and AISD. The responsibility for evaluating improved outcomes rests with those agencies charged with long term engagement with the participants (e.g., Truancy Court, AISD, Juvenile Probation), and the ability to track participants after completion of their contracts. The Department's role in this program is to provide case management services for a period of six to nine months. During this time, youth are assigned to a volunteer neighborhood conference committee that enters into a contract between the youth and the committee. The primary outcomes that the Department relies upon are successful completion of the contract and re-offense rates after one year of completing the program. From the Department's perspective, tracking beyond that period is beyond the legal scope of our responsibility. The Department requests an earmark on reserves to allow the launch of a pilot NCC program that will target truancy cases.

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HHS staff response to PBO's recommendations listed above follows:

The Department cannot take credit for graduation rates through the engagement of youth in work-learning activities. It would be considered a factor in increasing a student's success but could not be the single determining factor. PBO does not completely appreciate the importance of a student's rate of satisfaction. This indicates that youth are engaged and improves their desire to attend and complete school, since enrollment in school is a requirement for participating

in the program. Some of the other measures that PBO recommends that the Department track (e.g., % learning marketable skills) would require additional resources and expertise such as testing and evaluation.

**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
<b>Req #6 Housing Svcs</b>				
Total Households Served	1,160	680	295	345
Home Repair	145	100	130	180
DOE Weatherization	49	54	65	65
LIHEAP Weatherization	143	145	100	100
<b>Req #11 Family Support Svcs</b>				
Food Voucher	765	800	800	This is included in the PB3 FY13 projected target levels.
The division is exploring phasing out this administratively costly and burdensome program. The funding would be used for purchasing food in the dispensing of food pantries. If the funding is not awarded a commensurate decrease in food pantries assistance is anticipated				
Pharmaceuticals	249	300	300	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a commensurate decrease of assistance is anticipated
Rent/Mortgage	28,901	13,000	13,000	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a

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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
				commensurate decrease of assistance is anticipated
Utilities	28,358	15,000	15,000	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a commensurate decrease of assistance is anticipated
<b>Req #25 Neighborhood Conference Committee</b>				
*Number of NCC-Truant Youth	n/a	n/a	25	25
*Number of NCC- Truant Volunteers	n/a	n/a	12	12
<b>Req #29 Summer Youth Employment Liaisons</b>				
# of youth employed	750	750	750	750
% of youth satisfied with youth employment experience	95	95	95	97
% of parents satisfied with youth employment experience	96	96	96	98
% of employers satisfied with youth employment experience	95	95	95	97

\* In addition to current NCC Program

The department states that the request for additional funding is to increase the number of staff that oversee the youth at assigned job sites. We have approximately 10 site liaisons that are responsible for overseeing 200 worksites and 350 youth on a daily basis. It is critical that we increase the ratio of adults to children from 69:1 to 47:1 even though industry standards and best practices recommend a ratio of 20:1.

**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Family Support Svcs – Increase Capacity - Chapter 72 Emergency Assistance Funding	#11
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	HHS&VS Family Support Services Division (FSS)	
<b>Fund/Department/Division:</b>	001/58/54	
<b>Amount of Request:</b>	\$225,000	
<b>Collaborating Departments/Agencies:</b>	N/A	
<b>Contact Information (Name/Phone):</b>	Jim Lehrman LMSW-AP, 854-9879	

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

Increase the allocation to Chapter 72 (the County civil code that outlines assistance with: rent/mortgage, utilities, prescription and food voucher emergency assistance) is needed to meet a projected shortfall in the fund due to an increase in eligible clients presenting for emergency financial assistance from Travis County HHS&VS.

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

In order to meet the basic needs emergencies of Travis County residents, the Department is requesting an additional \$225,000 for Chapter 72 in FY2013. **This assumes that the \$450,000 dedicated reserve that was given to HHS&VS in 2010 will also continue to be used for Chapter 72 funding.**

In March 2009, the Court approved the allocation of additional funding to Chapter 72 due to projected shortfalls in Chapter 72 dollars for 2009. In FY 2010 Commissioners Court approved adding funds to the FY10 budget to help ensure that assistance will remain available through the full calendar year for eligible families. The requests for assistance continue to grow due to the economic conditions and the increase in the population. HHS&VS has instituted waiting lists at each Center to manage the demand for services. If the request for additional Office Support Staff and Caseworkers is approved to see more clients from the wait list, more emergency funds will be utilized. The average trained caseworker can establish eligibility for 18 different programs including \$75,000 of Chapter 72 funding. Other grant funds are utilized, if the client meets the eligibility criteria, before Chapter 72 funding is used. In 2012 the largest grant that HHS&VS receives, Comprehensive Emergency Assistance Program (CEAP) was reduced by 40% due to federal deficit reduction efforts. All indications are that there will be similar reductions in 2013, thus the demand for Chapter 72 funding will increase.

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

Travis County has historically seen the need to assist its most indigent residents with financial assistance and social work case management. It has long been recognized that poverty, left unassisted, often leads to more expensive forms of social intervention such as crime and incarceration, increased school drop-out rates, and substance abuse.



Additionally, the numbers of clients seeking assistance has increase as the population has grown and the economic recession continues. FSS is also seeing more families that have never needed to utilize County social services before. This is usually due to job loss and in-migration. HHS&VS is requesting, in a separate budget request, additional caseworkers to establish eligibility for the 18 County administered programs. If approved, adding this funding allows HHS&VS to continue to provide emergency financial assistance to eligible residents of Travis County in a timely manner.

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

The primary argument against this proposal is cost. However, without these funds, more expensive forms of social intervention such as crime prevention and incarceration, increased school drop-out rates, and substance abuse intervention and treatment would be required.

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

If the budget request is approved for additional caseworkers, this funding will be utilized as soon as they can be hired and trained. FSS is currently placing clients on a “wait list” for services due to the lack of caseworker time to see them. Additionally, to manage the demand for services, clients often have to submit multiple applications or call in to renew their application until they are seen in the waiting list rotation. If additional caseworkers are approved, waiting lists can be reduced and service funds will be utilized. These funds will be needed beyond FY13 due to the growing indigent population in Travis County.

**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.**

An increase in Chapter 72 funds will provide financial aid to more county residents in need of food vouchers, food pantry, rent/mortgage, utilities, burials, prescriptions, and transportation. HHS&VS already have performance measures on these items. No external audit will be necessary.

**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
Food Voucher	765	800	800	This is included in the PB3 FY13 projected target levels; However, the division is exploring phasing out this administratively costly and burdensome program. The funding

				would be used for purchasing food in the dispensing of food pantries. If the funding is not awarded a commensurate decrease in food pantries assistance is anticipated
Pharmaceuticals	249	300	300	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a commensurate decrease of assistance is anticipated
Rent/Mortgage	28901	13000	1300	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a commensurate decrease of assistance is anticipated
Utilities	28358	15000	15000	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a commensurate decrease of assistance is anticipated

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

These funds have allowed more eligible residents to access emergency services. Both more low-income residents have received services and more funds have been distributed to those residents.

Performance Measure	FY 2011 Individuals			FY 2011 Households		
	Approved	Denied	Total Assisted	Approved	Denied	Total Assisted
Food Voucher	622	143	765	259	76	335
Food Pantry	25325	115	25400	9218	46	9264
Utility (includes all funds)	23756	4602	28358	8033	1592	9625
Transportation	0	0	0	0	0	0
Burial	288	101	389	145 (internments)	34	179
Rent/Mortgage	24252	4649	28901	3278	1659	4937
Prescriptions	145	104	249	66	43	109
Case Management	N/A	N/A	N/A	N/A	N/A	1771

The data below shows the services provided for Fiscal Year 2010.

Performance Measure	FY 2010 Individuals			FY 2010 Households		
	Approved	Denied	Total Assisted	Approved	Denied	Total Assisted
Food Voucher	1,277	178	1,455	591	90	681
Food Pantry	20,929	327	21,256	7,580	115	7,695
Utility (includes all funds)	24,551	4,393	28,944	8,216	1,532	9,748
Transportation	0	0	0	0		0
Burial	285	86	371	147 (internments)	33	180 households
Rent/Mortgage	10,510	5,576	16,086	4,130	1,949	6,079
Prescriptions	149	66	215	75	35	110
Case Management	N/A	N/A	9010	N/A	N/A	1579

“Wait lists” regulates the number of clients that can be seen for the eligibility process in a given year. Additionally, closing out ARRA activity was priority in 2011, thus this tied up two FSS staff for the year.

**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 the additional caseworkers are approved and Chapter 72 funding is not increased to meet eligible client’s needs that are not best met by some other grant source, the caseworkers will be under-utilized and the increased demand for services will not be met.

**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 budget request will not leverage other resources.

**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 budget 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.**

Chapter 72 is an internal HHSVS funded program. This request will not increase the collaborations that HHSVS already has in the basic needs community.

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

<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	

**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: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications, \$310,586**
  - Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding, \$225,000**
  - Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE’s, \$168,300**
  - Req #26: Sustainability Food Program Coordinator – 1 FTE, \$63,305**
  - Req #29: Summer Youth Employment (WBL) – Expand Program – Summer Liaisons, \$58,832**
- General Fund: 001**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$271,139</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$538,800</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$809,939</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$16,084</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$826,023</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

**Req #6: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications** - Travis County Housing Services had a long standing contractual agreement with Austin Energy and the City of Austin to be a subcontractor for the City of Austin’s Free Weatherization Program. The City of Austin’s Weatherization Program was suspended during 2011 and 2012 due to the influx of funding from the American Recovery and Reinvestment Act (ARRA) program. The City is now looking at ways to rebuild their program. Austin Energy and Travis County Housing Management have met and there are possibilities for future combined weatherization effort. Travis County Housing Services has determined that there is an increasing need for Home Repair Service funding in the community due to increased service requests and a housing stock that requires extensive repair. In order to meet this need and keep pace with increasing prices of materials and subcontracted service’s it has become necessary to request additional funds for the HHS Home Repair budget.


**Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding** – An increase the allocation to Chapter 72 (the County civil code that outlines assistance with: rent/mortgage, utilities, prescription and food voucher emergency assistance) is needed to meet a projected shortfall in the budget due to an increase in eligible clients presenting for emergency financial assistance from Travis County HHS&VS.

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**Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE’s** - In the fall of 2011, the Judicial Support Task Force made up of community groups, county, and city government representatives, school district representatives, service providers and others, convened to explore community-based programs that could supplement the justice system’s response to juvenile truancy issues.

The Judicial Support Task Force is recommending that the Neighborhood Conference Committee (NCC) Program be expanded with the expectation that the NCC Restorative Justice Model be implemented along with AISD’s current programming in hopes of having a greater impact on the Truancy issue. NCC would work to augment the services at campuses where AISD’s Family Resource Centers are established, and would work to involve community members as key stakeholders to help address the truancy issue on a case-by-case basis, and the NCC case managers (social services assistants) would provide ongoing supervision, and service coordination of the youth.

**Req #26: Sustainability Food Program Coordinator – 1 FTE** - The Department requests funding for a Planner/Management/Research Specialist to assist the Sustainable Food Policy Board (SFPB) with its work on behalf of the Travis County Commissioners Court. Currently, HHS/VS staff attempts to assist the Board as time permits. The Board requires a consistent staff presence to ensure that they are kept informed on the County’s planning, on-going work and appropriate deadlines. The Board wishes to be more involved in advising the Commissioners on matters related to urban farming, community gardens, farmland preservation, solid waste recovery and disposal and development and use of locally grown food to benefit persons who are indigent and-or have little access to fresh food. In order to be effective, the Board needs consistency in its interaction with County staff. In addition, a staff person is needed to stay up to date and informed on the Board’s work and their needs. The Department will evaluate the effectiveness of this position at the end of FY 2013.

 **Req #29: Summer Youth Employment (WBL) – Expand Program – Summer Liaisons** - The Summer Youth Employment/Work-based Learning Program is a Travis County, and City of Austin funded program that provides employment and learning opportunities for youth 14-17 (up to 22 years of age for disabled youth) years of age in a variety of employment opportunities. Over 1,400 youth are trained annually, and 750 are placed in jobs throughout the City of Austin and Travis County.

Pursuant to the interlocal agreement between Travis County and the City of Austin, Travis County is responsible for the administration and management of the program except for payroll responsibilities. These responsibilities include oversight and supervision of employment sites where youth are placed in jobs. We hire approximately seven (7) temporary Office Specialists or Site Liaisons during the employment period. The Site Liaisons serve as a bridge between the youth, the work site, and Travis County staff. They are a critical link and assist with providing support to youth, trouble-shooting any issues that may arise, managing timesheets, and other duties as required. Site Liaisons are required to drive their personal vehicles, and travel to job sites daily.

The number of Site Liaisons has not increased for over 15 years, and has not kept pace with the number of youth that are trained and placed in jobs. In order to safely and effectively support youth at the job sites, HHS requests an increase of 5 additional temporary Site Liaisons (Office Specialists). The addition of five (5) temporary staff along with the 4 regular FTE's would increase the ratio of youth to adults from 68:1 to 47:1. Based on the structure of the program, this will be sufficient to oversee all work sites and increase the department's ability to add more work sites.

**PBO Recommendations & Comments:** These requests are all for expanded services. PBO does not recommend funding for these requests at this time.

The 2010 U.S. Census documents a poverty rate in Travis County of 19% in 2010. That's 194,156 households living at or below the poverty level. The number of Travis County households living at or below 200% of the poverty rate almost doubles that figure to 375,147, or 37% of the population. The increased need has not abated with the slow economic recovery.

**Req #6: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications** – PBO does not recommend funding for this request. PBO requests that HHS provide more information on the complete funding stream (County, grant and any other funding) for this program and an explanation of the measure for the number of households served.

**Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding** – PBO recommends that HHS discuss this request with Commissioners Court during budget hearings so that Court can help prioritize the various requests.


**Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE's** – Truancy is endemic in local school districts, especially AISD. However, PBO continues to call for the development of a comprehensive program that includes the Justice Courts as well as the Juvenile Probation's Truancy Court, school districts, Municipal Court, and other affected parties. Select funding requests for programs such as this one, it appears, leads to a handful of school truants from selected schools receiving intensive interventions while the vast majority of others are offered little to no interventions. In prior year discussions with Justices of the Peace, PBO has been told that school districts often wait weeks and months after the truancy starts to file their cases in the court system. Some school kids lose whole semesters before any intervention is attempted.

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truant. The department should be prepared to answer how expanding this program at a cost of \$6,732 per child will lead to improved outcomes.

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HHS staff response to PBO's recommendations listed above follows:

The Department cannot take credit for graduation rates through the engagement of youth in work-learning activities. It would be considered a factor in increasing a student's success but could not be the single determining factor. PBO does not completely appreciate the importance of a student's rate of satisfaction. This indicates that youth are engaged and improves their desire to attend and complete school, since enrollment in school is a requirement for participating

in the program. Some of the other measures that PBO recommends that the Department track (e.g., % learning marketable skills) would require additional resources and expertise such as testing and evaluation.

**Budget Request Performance Measures:**

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<b>Req #11 Family Support Svcs</b>				
Food Voucher	765	800	800	This is included in the PB3 FY13 projected target levels.
The division is exploring phasing out this administratively costly and burdensome program. The funding would be used for purchasing food in the dispensing of food pantries. If the funding is not awarded a commensurate decrease in food pantries assistance is anticipated				
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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
				commensurate decrease of assistance is anticipated
Utilities	28,358	15,000	15,000	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a commensurate decrease of assistance is anticipated
<b>Req #25 Neighborhood Conference Committee</b>				
*Number of NCC-Truant Youth	n/a	n/a	25	25
*Number of NCC- Truant Volunteers	n/a	n/a	12	12
<b>Req #29 Summer Youth Employment Liaisons</b>				
# of youth employed	750	750	750	750
% of youth satisfied with youth employment experience	95	95	95	97
% of parents satisfied with youth employment experience	96	96	96	98
% of employers satisfied with youth employment experience	95	95	95	97

\* In addition to current NCC Program

The department states that the request for additional funding is to increase the number of staff that oversee the youth at assigned job sites. We have approximately 10 site liaisons that are responsible for overseeing 200 worksites and 350 youth on a daily basis. It is critical that we increase the ratio of adults to children from 69:1 to 47:1 even though industry standards and best practices recommend a ratio of 20:1.

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**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Summer Youth Employment (WBL) – Expand Program – Summer Liaisons	#29
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	Summer Youth Employment/Work-based Learning and Urban Youth Corps Program	
<b>Fund/Department/Division:</b>	001/58/67	
<b>Amount of Request:</b>	\$53,031	
<b>Collaborating Departments/Agencies:</b>	City of Austin and numerous community-based organizations	
<b>Contact Information (Name/Phone):</b>	Linda Espy 854-4147, Deborah Britton 854-4109	
<b>1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.</b>		
Request to increase the number of temporary staff (Office Specialists) for the Summer Youth Employment/Work-based Learning Program		
<b>2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department.</b>		
<p>The Summer Youth Employment/Work-based Learning Program is a Travis County, and City of Austin funded program that provides employment and learning opportunities for youth 14-17 (up to 22 years of age for disabled youth) years of age in a variety of employment opportunities. Over 1400 youth are trained annually, and 750 are placed in jobs throughout the City of Austin and Travis County.</p> <p>Pursuant to the interlocal agreement between Travis County and the City of Austin, Travis County is responsible for the administration and management of the program except for payroll responsibilities. These responsibilities include oversight and supervision of employment sites where youth are placed in jobs. We hire approximately seven (7) temporary Office Specialists or Site Liaisons during the employment period. The Site Liaisons serve as a bridge between the youth, the work site, and Travis County staff. They are a critical link and assist with providing support to youth, trouble-shooting any issues that may arise, managing timesheets, and other duties as required. Site Liaisons are required to drive their personal vehicles, and travel to job sites daily.</p> <p>The number of Site Liaisons has not increased for over 15 years, and has not kept pace with the number of youth that are trained and placed in jobs. In order to safely and effectively support youth at the job sites, we request an increase of 5 additional temporary Site Liaisons (Office Specialists). The addition of five (5) temporary staff along with the 4 regular FTE's would increase the ratio of youth to adults from 68:1 to 47:1. Based on the structure of the program, this will be sufficient to oversee all work sites and increase our ability to add more work sites.</p>		
<b>3a. Pros: Describe the arguments in favor of this proposal.</b>		
Increasing the number of temporary Office Specialists will reduce the risk of not having adequate coverage of youth and effectively overseeing the job sites. Reducing the ratio of staff to youth will provide assure that all job sites and youth receive the appropriate level of time and attention.		
<b>3b. Cons: Describe the arguments against this proposal.</b>		
If we do not increase the number of staff to support the program, we increase the level of risk to youth that are not appropriately supervised.		
<b>4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.</b>		
The requested program expansion will be implemented during FY 13.		
<b>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.</b>		

The Summer Youth Employment/Work-based Learning Program measures the success of the program based on the number of youth placed in jobs, # of youth satisfied with the employment experience and the # of parents satisfied with the employment experience that is derived through surveys.

**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 youth employed	750	750	750	750
% of youth satisfied with youth employment experience	95	95	95	97
% of parents satisfied with youth employment experience	96	96	96	98
% of employers satisfied with youth employment experience	95	95	95	97

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

The impact of funding the request will increase the level of youth, parent and employer satisfaction with the youth employment experience.

**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.**

Not applicable.

**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.**

Not applicable.

**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).**

Not applicable.

**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.**

Not applicable.

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	Palm Square, 100 North IH 35	Floor #	2nd
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Suite/Office #		Workstation #	
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**12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).**

Not applicable.

**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)**

Not applicable.

**FY 2013 BUDGET REQUEST ANALYSIS**

- \* Req #3: Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance, \$254,969**
- Req #7: Housing Svcs – Sustain Infrastructure – Carpenter Reclassifications, \$8,520**
- Req #8: Family Support Svcs – Standardize Infrastructure (all sites) – Office Specialists – 6 FTE’s, \$315,408**
- Req #12: FSS – Standardize Infrastructure – Eligibility Caseworkers – 3 FTE’s, \$194,922**

**General Fund: 001**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>13</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$649,097</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$62,910</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$712,007</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$61,812</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$773,819</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

**\* Req #3: Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance** – This request provides for an optimum level of professional accounting, financial analysis, forecasting and advisory services using standard methods and procedures in accordance with federal, state, local and County applicable laws, rules, regulations, guidelines and practices. It allows the Finance Office to increase positions for the first time in 5 years, which will allow for the appropriate staffing levels and structure to meet the growing demands and challenges that the office has assumed for addressing the increased resources and reporting demands the department has in its normal course of work.

The four FTE include:

- 1 Contract Compliance Specialist,
- 2 Accountant Associates, and
- 1 Administrative Assistant

HHS writes that the department’s total budget (General and grant funds) has increased by 23% from \$36,639,866 in 2007 to \$44,942,421 in 2011. While the number of grants has remained stable at an average of 18.5 per year, the award amounts have increased by 324%. In addition, HHS reports that the number of contracts/subcontracts the department oversees has nearly doubled in the last four years from 44 to 85.

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**Req #7: Housing Svcs – Sustain Infrastructure – Carpenter Reclassifications** – HHS is requesting the reclassification of slots 75 and 193 from Carpenter to Carpenter Sr. positions with additional pay and salary adjustments for slots 64 and 189 who are already classified at the Carpenter Sr. level. HHS describes the issue in the PB-4 in this way:

Several years ago HRMD Compensation created a Carpenter, Sr. classification, so that we could eventually have a “lead” or “foreman” role for future expansion of the program. When this position was initially created, 3 Carpenter slots were arbitrarily assigned to this new Carpenter, Sr. title, for purposes of creating a “place holder” for future use of the classification. At that time, the incumbents assigned to the new Senior-level title did not perform any duties or have any other responsibilities that were higher or different from their Carpenter peers. Therefore, the incumbents did not receive any increase in pay. Over time, the incumbents of slots 64 and 189; along with slots 75 and 193, took on the role of “Assessor” which is a functional title that has evolved as the business model has changed. The incumbents in these positions have performed duties requiring higher skillsets, experience and lead responsibilities. The skill-set required for this role is more advanced than a Carpenter, and needs to be recognized for the higher technical, and administrative duties that are performed. The Housing Services Program has relied upon the incumbents in these 4 slots, both the two that are already classified as Carpenter, Sr., and the two that are still classified as Carpenter, in an Assessor role for many years. In order to provide a pay differential to staff that have duties and responsibilities markedly different from positions performing Carpenter-level work, HHSVS requests that slots 75 and 193 be reclassified to Carpenter Sr. It is also requested that all four of these slots are funded for a 1 PG increase using the same formula and methodology utilized during the MSS for 2011/2012.

**Req #8: Family Support Svcs – Standardize Infrastructure (all sites) – Office Specialists – 6 FTE’s** – The Family Support Services Division requests funding for six Office Support Specialists to be located within the division and deployed to the Community Centers that do not have Office Support staff or are understaffed. These Office Support Specialists will allow for more efficient use of the Caseworker and Center Manager’s skill sets. A core staffing level allows each Center to implement a standard business process and service delivery model which will position HHS to better use technology and a call center model to respond to the growing indigent population in the future.

**Req #12: FSS – Standardize Infrastructure – Eligibility Caseworkers – 3 FTE’s** – Family Support Services Division requests the addition of three staff positions functioning as eligibility Caseworkers. These positions would be located in the County Community Centers and establish eligibility for the 18 basic needs programs administered by HHSVS. The department writes that the numbers of clients coming to HHS for services have increased to the point that “wait lists” have

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been created at each Center. This often delays needed services getting to the individuals and families needing assistance contributing to them getting further into a financial hole.

**PBO Recommendations & Comments:** PBO does not recommend funding for these requests for additional resources at this time. PBO has had to balance requests for additional staff countywide and could not accommodate funding all the most needed FTE in the Preliminary Budget.

**★ Req #3: Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance** – Please note that the Finance Division has had to use vacancy savings from two vacant Accountant Associate positions (slots 270 and 271) to pay two temporary slots that were assisting with the implementation and management of \$7.1 million worth of ARRA grants instead of requesting added resources for that purpose. This left the division void of staffing to support the growing grants whose awards have increased, the increased volume of social service contracts, and the overall increase of the adopted budget. Slot 271 will be filled by the end of July with the with slot 270 projected to be filled by the end of the year.

**Req #7: Housing Svcs – Sustain Infrastructure – Carpenter Reclassifications** – HHS has also requested two more Carpenter positions to be reclassified to Carpenter Sr. under a program expansion request discussed later in this document. If these four reclassifications are approved, HHS will have seven Carpenter and six Carpenter Sr. positions in its Housing Services Division.

**Req #8: Family Support Svcs – Standardize Infrastructure (all sites) – Office Specialists – 6 FTE's** – The budget submission (slot list and organizational chart for the Family Support Services Division) indicates that two Office Specialist positions located at Palm Square are currently vacant. Both of these positions have since been filled. Slot 94, an Office Assistant, pay grade 10, was recently reclassified and is currently being backfilled with a temporary employee. This position will be posted before the end of the year. In addition, the organizational chart shows that Northwest Rural, West Rural and South Rural Community Centers do not have an Office Specialist assigned to those locations. South Rural Community Center has an Administrative Associate, but the position is assigned to the LiRAP grant. The Position Analysis questionnaire (PAQ) for these positions lists a long and complex list of duties including the following:

Serves as first public relations communications, greeting contact requiring initiative and interpretation of policies and procedures as to what is acceptable and unacceptable in terms of service delivery operations. Has broad latitude for independent judgment in performance of duties, addressing issues and policy matters through triaging, conferring and referring issues as appropriate. Performs a variety of research, planning and technical duties.

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Handles problems and non-routine situations by determining the approach or action to take and implements the guidelines, policies and procedures. Has contact with high-level administrative offices requiring use of business vocabulary, tact, discretion and judgment. Has lead responsibility in the purchasing and receipt of supplies, equipment, resources including managing and tracking the related status of actions.

Provides technical assistance to personnel in complying with external requirements for billing and payment responsibilities. Liaisons with external divisions pertaining to operational needs and issues. Collaboratively ensures the upkeep, maintenance and availability of adequate and current technical information for signatory action by administrator and caseworkers. Develops and participates in community organizations, projects and related activities pertaining to the division's mission, goal and objectives. Has broad responsibility for ensuring accurate communication and coordinating billing and payment work and communications to other division components.

Leads and coordinates the Center's food pantry operations (Capital Area Food Bank [CAFB] regulations, checklist, temperature logs), arranging and assisting the CAFB with the ordering, delivering, receiving and stocking of food supplies for the pantry.

A long list of additional duties continues in the PAQ.


**Req #12: FSS – Standardize Infrastructure – Eligibility Caseworkers – 3 FTE's** – HHS writes in this budget request that the addition of each new Caseworker results in an additional client eligibility being established of approximately \$75,000 per year for Chapter 72 funded services. If these three FTE are approved, an additional cost of \$225,000 in Chapter 72 assistance would likely need to be budgeted too, although the department did not include this potential cost in its request.

***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
<b>Req #3 Finance Staff</b>				
% of timely and accurate financial reports provided to HHS programs or offices	70%	50%	50%	75%
Divisions and programs	85%	75%	70%	85%

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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
receive prompt and accurate responses to purchasing requests				
<b>Req #7 Carpenter Reclassifications</b>				
Total households served	1,160	680	295	345
<b>Req #12 Additional Case Workers</b>				
Emergency assistance Ch. 72	n/a	n/a	n/a	882
ATMOS	n/a	n/a	n/a	87
CEAP	n/a	n/a	n/a	801
EFSP	n/a	n/a	n/a	60
Non-funded	n/a	n/a	n/a	1,419
PEC	n/a	n/a	n/a	177
PlusOne	n/a	n/a	n/a	117
ProjCare	n/a	n/a	n/a	75
SAAM	n/a	n/a	n/a	192
TXU	n/a	n/a	n/a	63

 **Req #3: Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance** – It is not clear from the request why the performance measures are expected to drop in FY 12. Also, is the drop in performance measures take into consideration the hiring of the long vacant Accountant Associate positions?

**Req #7: Housing Svcs – Sustain Infrastructure – Carpenter Reclassifications** – Although the department writes that the results of these reclassifications will be measured by the number of homes repaired and/or weatherized, the performance measures submitted show that the number of households served will drop by 70% from FY 11 to FY 13 with the reclassification funding. PBO requests that HHS explain grant funding changes that we assume is impacting these figures, given budget request #6 which requests an expansion of this housing repair and weatherization program. The reduction in households served is due to the completion of over \$9 million in American Recovery and Reinvestment Act funding expended during the reporting period. This work was achieved through the use of contractors paid with grant funding. The department’s request focuses on general fund programming that is related to stabilizing and sustaining the Travis County Home Repair Program. This program serves to improve health and safety outcomes of indigent Travis County residents. The department has elected to delay this request, and will seek assistance from the Court at a later date.

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**Req #8: Family Support Svcs – Standardize Infrastructure (all sites) – Office Specialists – 6 FTE's** – HHS reports that there is no specific program indicator for these positions other than the customer satisfaction survey measure. However, the department reports that it is working with ITS on developing an in-house client check-in system to help track the number of clients checking in to the various community centers and at Palm Square.

**Req #12: FSS – Standardize Infrastructure – Eligibility Caseworkers – 3 FTE's** – HHS reports that the three new Case Workers will increase the division's measures associated with the numbers of individuals served through the eligibility process (excluding burial and case management). HHS reports that the new Case Workers might also have some quality control responsibilities which do not directly impact the workload measures reported above.

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**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Finance Office - Increase Financial Infrastructure to Maintain Fiscal Compliance - 4 FTE's	# 3
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	Finance	
<b>Fund/Department/Division:</b>	001/58/33	
<b>Amount of Request:</b>	237,353	
<b>Collaborating Departments/Agencies:</b>	County Auditor, County Purchasing, County Attorney, PBO, TDHCA, Non-Profit Agencies	
<b>Contact Information (Name/Phone):</b>	Kathleen Haas 854-4121	

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

This request provides for an optimum level of professional accounting, financial analysis, forecasting and advisory services using standard methods and procedures in accordance with Federal, State, Local and County applicable laws, rules, regulations, guidelines and practices. It allows the Finance Office to increase positions for the first time in 5 years, which will allow for the appropriate staffing levels and structure to meet the growing demands, and challenges that the office has assumed for addressing the increased resources and reporting demands the Department has in its normal course of work.

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

HHSVS' Finance Office is respectfully requesting 4 FTEs: 1 FTE Contract Compliance Specialist, 2 FTE Accountant Associates, and 1 FTE Administrative Assistant. With a growing operational budget, increased grantor/funder requirements and oversight, and a renewed departmental interest in seeking additional outside funding sources, the Finance office has reached its maximum capacity and requires additional staffing resources to maintain its current efforts.

The HHSVS departmental total budget (inclusive of both general fund and grant funds) has increased by 23% from \$36,639,866 in 2007 to \$44,942,421 in 2011. This increase requires greater oversight by staff to maintain minimally required financial management and internal controls for its normal business duties of accounting, analysis and reporting, budget administration, purchasing, records management and documentation. Currently, completion of these functions (at the most modest level) requires the assistance of temporary staffing and overtime work for regular, exempt- and non-exempt staff.

While the number of the Department's grant programs have remained steady over the course of the last 4 years from 2009 to 2013 (average of 18.5 per year), the funded awards have increased 324%. The type or breadth of grants the Department has assumed responsibility for are complex, multi-year, and multi-faceted. They require heightened management and coordination with external partners, within the department, and between HHSVS and other County departments. The programs require a more intense level of oversight to ensure that the department is appropriately managing its risk and effectively administering these grants.

At the same time, the level of contract/sub-contracts the department oversees has nearly doubled in the last four years from 44 to 85, reflecting a nearly 193% increased workload. Currently, there are only 2 FTE Contract Compliance Specialists that oversee all the County's social service contracts and/or similar types of agreements, e.g. Interlocals.

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

- Maintenance of Current Effort with Internal Controls - HHSVS will continue to operate within applicable Federal, State, Local and County laws, rules, regulations, guidelines and standardized financial practices related to financial transactions.
- Organizational Capacity Increased. The Finance Office will be aligned to like departments within Travis County. It will create depth, improved internal controls and quality assurance within the unit.
- Continued safeguarding for receipt of clean or unqualified audit findings and reports
- Continued Responsiveness to Departmental/Other County Department Needs/Requests for Technical Assistance - The department will receive timely technical assistance in developing and maintaining grants, contracts, and other operations dealing with financial transactions.
- Equitable Distribution of Staff Workload – The system for business management oversight will be streamlined with additional staff resources.
- Continued Professional Development/ Professional Certification - All Finance Office staff will be able to attend core training, specific job functionality training and obtain certifications/licenses as applicable, which will strengthen the unit's core business management competencies.

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

- Heightened risk for noncompliance with grant or other financial guidelines
- Internal Controls may become potentially compromised  
     Lessened organizational capacity/ "readiness"  
     Lessened/Reduced oversight

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

If this package is funded, the slots will be requested from HRMD in October 2012 with posting, interviewing and offers commencing within the first 6 months of FY 2013.

**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.**

Department staff, both management and front line staff, will receive timely and ongoing training, technical assistance and reporting on behalf of HHSVS' Finance Office. Purchasing activities will be in compliance, meeting the Purchasing Act, the 90 day encumbrance requirement of the County Auditor's office and vendors will receive timely payments. Grants and contracts will be renewed timely. Grants will be in compliance and reported by deadlines. Contractors will be reviewed, evaluated and monitored in accordance with the department's contract management guidelines.

**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 Timely and Accurate Financial Reports provided to HHSVS Programs or Offices	70%	50%	50%	75%
Divisions and Programs receive prompt and accurate responses to purchasing requests.	85%	75%	70%	85%

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

Funding will provide for the necessary resources to maintain the Finance Office required work duties and to be more aptly prepared for continued departmental growth and related needs.

- Financial Accounting, Analysis and Reporting – Includes accounting, technical assistance and analysis, assessment and recommendations regarding financial aspects of Departmental programs, contracts, fund utilization, revenue and expenditure trends, etc.; and preparation and/or review of required or requested adhoc financial reports.
- Financial Processes and Controls – Includes review, assessment and implementation of efficient and productive financial structure and processes which are in accordance with any and all applicable guidelines and standards, and consistent with prudent and accepted internal control practices.
- Budget Administration – Includes coordination and development of the Department’s annual budget package, presentation and ongoing budget related monitoring, maintenance and preparation of adjustments/transfers during the fiscal year.
- Contract/Grants/Interlocals – Includes monitoring and technical assistance for the composition of financial terms in contract compliance, maintaining an inventory of Departmental contracts.
- Audits – Includes assisting with preparation and coordination pertaining to audits, reviews, and similar procedures conducted by independent parties, grantors, the County Auditor’s Office, etc., and preparation, coordination and assistance with related responses.

**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.**

Not funding the request will lead to compromised organizational capacity to meet mandated requirements for fiscal austerity and due diligence for our general fund and grant funds.

**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.**

Not applicable

<b>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).</b>			
Not applicable			
<b>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.</b>			
Not applicable11.	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:		
<b>Building Address</b>	Highland Mall Office	<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	
<b>12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).</b>			
Not Applicable			
<b>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)</b>			
Not applicable			

## FY 2013 BUDGET REQUEST ANALYSIS

**Req #16: Department-Wide: Increase Investment in Independent Program Evaluation Service  
General Fund: 001**

	FY 13 Request	PBO Recommendation	FY 14 Cost
<b>FTEs</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:** HHS/VS has contracted with the Ray Marshall Center at UT-Austin to provide independent evaluation of the County's investments in workforce development (WFD) since 2006. Information provided by the Ray Marshall Center has highlighted the strengths and weaknesses of the services the County purchases and informed both program improvements by our community partners and changes to the allocation of our investments.

HHS proposes an ongoing increase in this investment to expand the scope of this evaluation to address the following questions:

- Across the full range of direct and purchased services in which we invest, who is being served, what services are they receiving, how frequently and for how long?
- Building on the existing investment in evaluation of workforce development services, can we reach beyond the existing data sources (primarily unemployment insurance [UI] wage data) to create a fuller picture of employment and earnings in industries like construction that are historically under-reported in the UI system?
- Across both purchased and direct services, how effective are we in promoting housing stability?

**PBO Recommendations & Comments:** PBO does not recommend funding for this request at this time. In discussions with HHS, PBO has learned that the Research and Planning Division focuses its work on internal evaluations and process reviews, not external reviews. Using a third party evaluator helps the department obtain a fresh perspective on its programs and operations, especially when the programs have a large dollar value and/or high public interest. If additional funds become available during this budget process, PBO believes that funding this request would be appropriate.

**Budget Request Performance Measures:**

HHS reports that it will have third-party verification of its performance measures in areas evaluated by the Marshall Center.

**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Department-Wide: Increase Investment in Independent Program Evaluation Service	#16
<b>Name of Program Area:</b> (Taken directly from applicable PB-3 Form)	Research and Planning	
<b>Fund/Department/Division:</b>	001-5871	
<b>Amount of Request:</b>	\$50,000	
<b>Collaborating Departments/Agencies:</b>	Ray Marshall Center-UT Austin, any Social Service Agency funded by Travis County	
<b>Contact Information (Name/Phone):</b>	Lawrence Lyman 854-4278	

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

Increase investment in independent evaluation services to provide better information regarding the impact of our services (purchased and direct) on the well-being of Travis County residents.

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

HHS/VS has contracted with the Ray Marshall Center at UT-Austin to provide independent evaluation of our investments in workforce development (WFD) since 2006. Information provided by the Ray Marshall Center has highlighted the strengths and weaknesses of the services we purchase and informed both program improvements by our community partners and changes to the allocation of our investments.

We propose an increase in this investment in order to expand the scope of this evaluation to address the following questions:

- Across the full range of direct and purchased services in which we invest, who is being served, what services are they receiving, how frequently and for how long?
- Building on the existing investment in evaluation of workforce development services, can we reach beyond the existing data sources (primarily unemployment insurance [UI] wage data) to create a fuller picture of employment and earnings in industries like construction that are historically under-reported in the UI system?
- Across both purchased and direct services, how effective are we in promoting housing stability?

The Ray Marshall Center at UT-Austin will serve as both an evaluator and as the point of contact to engage and coordinate with other units of the university that can bring relevant expertise to bear on these questions. In addition, they are working to secure additional funding from public and private sources to enhance this work. A larger investment will allow this research project to look into deeper questions, including what impacts these investments have on children in the households we serve.



<p><b>3a. Pros: Describe the arguments in favor of this proposal.</b></p>
<p>Travis County invests more than \$9 million in purchased social services in addition to several million in direct assistance provided through our own programs. While we do have strong systems to measure and report short-term results (within a contract or fiscal year) within individual programs, outside of our WFD investments we do not have good information about long-term outcomes and impacts, nor do we have a good sense of how programs and services may interact to benefit common participants. This investment will provide a fuller picture of the outcomes and impacts created by our investments, and as with the more focused work around WFD services, inform program changes and possible reallocation of investments. Careful investments in outside evaluation of our investments and direct services can lead to greater efficiency and effectiveness of both our direct services and community-based services in the long run.</p>
<p><b>3b. Cons: Describe the arguments against this proposal.</b></p>
<p>Investments in evaluation do not directly benefit community residents in the short term. Over the long term, residents benefit from the effective use of public money and the provision of programs that make a qualitative difference.</p>
<p><b>4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 13.</b></p>
<p>County staff is currently working with the City of Austin and the Ray Marshall Center to build a consolidated evaluation plan that we will be able to implement quickly once any funding is secured. We are also working to engage other public and private funders to support this effort to create a more comprehensive, community-wide approach to measure the impact of social service investments. The current contract for evaluation of WFD services is on a January-December calendar year. Given the timing of County budget decisions, it is likely that this expansion would follow the same calendar. As such, a likely timeline is as follows:</p> <ul style="list-style-type: none"> <li>• March 2013: evaluation plan is completed and data collection (qualitative and quantitative) will begin</li> <li>• October 2013: preliminary findings provided for review</li> <li>• December 2013: the first annual report will be completed</li> </ul> <p>Given the increased complexity of this evaluation initiative, some variation in the timeline may be necessary.</p>
<p><b>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.</b></p>
<p>Measurement of this initiative will be based upon delivery of specific products as negotiated.</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

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

The department will have third-party verification of its performance measures in the areas impacted by increased, outside evaluation.

**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.**

Staff will be challenged to provide long term, effectiveness and return on investment data in many of its' programs. Travis County will miss an opportunity to cost share (with the City of Austin) for these services. Other partners may also be included, therefore reducing the overall cost to all involved.

**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.**

City of Austin staff is currently working to secure funds to invest in similar work with the Ray Marshall Center (RMC). County, City, and RMC staff are working to engage other public and private investment to create a more holistic, community-wide evaluation of the impact of social services.

**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 – however this request has the potential to provide information that will impact the use of current funding streams.

**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 represents an opportunity to leverage county funds currently invested with Ray Marshall, in addition to those that may be added by the City of Austin and other private funders.

**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:**

<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	

**FY 2013 BUDGET REQUEST ANALYSIS**

★ **Req #5: Agrilife Extension-Sustain Program Infrastructure-Volunteer Coordinator-.5 FTE, \$30,718**  
**Req #28: Agrilife Extension-Sustain required Program Staff Travel, \$18,000**  
**General Fund: 001**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>0.5</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$17,380</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$26,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$43,880</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$4,838</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$48,718</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

★ **Req #5: Agrilife Extension-Sustain Program Infrastructure-Volunteer Coordinator-.5 FTE** – HHS is requesting to create a half-time permanent Volunteer Coordinator position using temporary salary savings and an additional \$17,380 in salaries and benefits as well as \$8,500 in operating expenses and \$4,838 for a computer.

**Req #28: Agrilife Extension-Sustain required Program Staff Travel** – HHS is requesting to increase the travel/training budget \$18,000 to support the certification /training of 6 professional Extension staff, 5 Administrative Support staff and 9 4-H Capital educational instructors; and to support required supervision of 4-H youth, and 4-H Capital members at leadership/judging events and livestock shows.

**PBO Recommendations & Comments:**

★ **Req #5: Agrilife Extension-Sustain Program Infrastructure-Volunteer Coordinator-.5 FTE** – PBO does not recommend funding for this request as it is not a state-mandated program and the performance measures do not show a marked change.

**Req #28: Agrilife Extension-Sustain required Program Staff Travel** – PBO does not recommend funding for this request. HHS may wish to provide PBO with a list of the existing training programs staff attend and the additional training programs that would be attended if this request is funded.

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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
<b>#5 – Volunteer Coordinator</b>				
Volunteers trained	1,269	1,300	1,350	1,400
Clientele reached by volunteers	102,401	60,000	70,000	75,000
<b>#28 Program Staff travel</b>				
Total educational contacts	266,939	110,000	180,000	180,000
Educational programs presented	4,002	1,800	2,000	2,000

The performance measures for the Volunteer Coordinator indicate that this additional FTE will only add 50 new trained volunteers.

The performance measures for the program staff travel do not seem to be appropriate for the travel and training budget request. PBO requests that the department submit revised measures and provide PBO a list of the division's current and proposed training programs.

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**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	AgriLife Extension - Sustain Program Infrastructure – Volunteer Coordinator - .5 FTE	# 5
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	Texas AgriLife Extension Service	
<b>Fund/Department/Division:</b>	HHSVS/1800	
<b>Amount of Request:</b>	\$30,199	
<b>Collaborating Departments/Agencies:</b>	Not Applicable	
<b>Contact Information (Name/Phone):</b>	Dolores Sandmann/854-9602	

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

The FCS (Family & Consumer Science) Volunteer Coordinator is responsible for planning, implementing, and evaluating program-related training and education in financial literacy, and nutrition/wellness education under the direction of the supervising Travis County Extension Agent.

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

**CURRENT ISSUES:**

The need for financial literacy, and nutrition/wellness education continues to be a growing issue in Travis County.

- Americans now save, on average, less than 1% of their incomes, and the savings rate has been in almost continuous decline for more than two decades - Pew Research Center, 2008.
- 47% of adults report that current economic conditions have caused them to dip into their savings to cover day-to-day expenses – Capital One, 2009.
- In 2008, more than 37% of adults were overweight , and almost 29% were obese in Texas.
- 28% of Austin’s kindergarteners are overweight or obese - CDC & BRFSS.
- Over 6.4% have been diagnosed with diabetes in Travis County.
- Almost \$1 of every \$10 spent on health care is attributed to diabetes – CDC & BRFSS.
- If current trends in overweight and Type 2 diabetes continue, persons born in the year 2000 will face a one in three chance of developing diabetes some time in their life - Texas Diabetes Council.

**REQUEST:**

The AgriLife Extension Service-Travis County has provided researched-based education in these areas for a number of years, but the demand is exceeding the ability to provide these services. The Family & Consumer Science (FCS) Volunteer Coordinator position was created when county funding was reallocated after the County Extension Agent position with AgriLife Extension was eliminated due to state budget cuts. A half-time (no benefits), temporary position was created. We are requesting an additional \$29,699 to reclassify this position to a permanent half-time with benefits, including operating expenses. This position will increase volunteer recruitment, training and management efforts in the areas of Health & Wellness, and Financial Literacy Education, thus multiplying the ability of the AgriLife Extension program to provide

research-based, educational services to Travis County citizens, which is evidenced by increased clientele reached by volunteers in FY11 (a 63% increase over FY10).

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

- Salary for part-time temporary position without benefits is already available in budget due to loss of full-time Extension Agent position due to state budget cuts in August of 2010 - \$16,346.
- Office space is currently available.
- Extend the mission of the agency by training/managing 50 additional volunteers to reach 5,000 more clientele in Travis County in 2013.
- Position will allow supervising County Extension Agent the ability to focus on: addressing emerging issues affecting citizens; cultivating new community networks/partnerships; and researching and securing additional funding sources.

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

If the position is not funded, this will decrease the agency's ability to: provide Family & Consumer Science programming in the areas of financial literacy education, and health/wellness education to clientele in Travis County; and decrease the ability to leverage volunteer resources to address needs affecting the community.

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

- If approved, hiring would be implemented in FY13, and the position would be filled as soon as the County hiring practices would allow.
- By the end of FY2013, the following outcomes would occur:
- Recruit and train 50 volunteers to implement financial literacy education, and nutrition/wellness education programs.
  - Volunteers will reach an additional 5,000 clientele in Travis County.
  - Evaluation results of programs will be shared with stakeholders and community partners.

**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.**

All AgriLife Extension programs utilize evaluation instruments to show program impact results. Evaluation instruments contain the following: customer satisfaction, knowledge gained, practices adopted, behaviors changed, and/or economic benefit.

**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
Volunteers Trained	1,269	1,300	1,350	1,400
Clientele Reached by Volunteers	102,401	60,000	70,000	75,000

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

Funding this request will allow the AgriLife Extension Service-Travis County to reach an additional 5,000 clientele with programming in the areas of financial literacy education, and nutrition/wellness education.

<b>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.</b>			
Not funding this request will significantly scale back efforts for the AgriLife Extension Service-Travis County to: -leverage volunteers to provide needed programming in the areas of financial literacy education, and nutrition/wellness education (diabetes, chronic disease, and obesity prevention). -cultivate community networks/partnerships to collaboratively address these needs.			
<b>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.</b>			
-Volunteer resources will be leveraged to support this effort. -Salary for part-time temporary position without benefits is already available in current budget -Office space is currently available			
<b>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).</b>			
No additional revenue is generated by this program.			
<b>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.</b>			
N/A			
<b>11.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>		<b>Yes</b>
	<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>		
<b>Building Address</b>	1600 Smith Road, Austin 78721	<b>Floor #</b>	1
<b>Suite/Office #</b>	117	<b>Workstation #</b>	A

**FY 2013 BUDGET REQUEST ANALYSIS**

- Req #6: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications, \$310,586**
  - Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding, \$225,000**
  - Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE's, \$168,300**
  - ★ Req #26: Sustainability Food Program Coordinator – 1 FTE, \$63,305**
  - Req #29: Summer Youth Employment (WBL) – Expand Program – Summer Liaisons, \$58,832**
- General Fund: 001**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$271,139</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$538,800</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$809,939</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$16,084</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$826,023</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

**Req #6: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications** - Travis County Housing Services had a long standing contractual agreement with Austin Energy and the City of Austin to be a subcontractor for the City of Austin's Free Weatherization Program. The City of Austin's Weatherization Program was suspended during 2011 and 2012 due to the influx of funding from the American Recovery and Reinvestment Act (ARRA) program. The City is now looking at ways to rebuild their program. Austin Energy and Travis County Housing Management have met and there are possibilities for future combined weatherization effort. Travis County Housing Services has determined that there is an increasing need for Home Repair Service funding in the community due to increased service requests and a housing stock that requires extensive repair. In order to meet this need and keep pace with increasing prices of materials and subcontracted service's it has become necessary to request additional funds for the HHS Home Repair budget.

**Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding** – An increase the allocation to Chapter 72 (the County civil code that outlines assistance with: rent/mortgage, utilities, prescription and food voucher emergency assistance) is needed to meet a projected shortfall in the budget due to an increase in eligible clients presenting for emergency financial assistance from Travis County HHS&VS.

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**Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE's** - In the fall of 2011, the Judicial Support Task Force made up of community groups, county, and city government representatives, school district representatives, service providers and others, convened to explore community-based programs that could supplement the justice system's response to juvenile truancy issues.

The Judicial Support Task Force is recommending that the Neighborhood Conference Committee (NCC) Program be expanded with the expectation that the NCC Restorative Justice Model be implemented along with AISD's current programming in hopes of having a greater impact on the Truancy issue. NCC would work to augment the services at campuses where AISD's Family Resource Centers are established, and would work to involve community members as key stakeholders to help address the truancy issue on a case-by-case basis, and the NCC case managers (social services assistants) would provide ongoing supervision, and service coordination of the youth.

**★ Req #26: Sustainability Food Program Coordinator – 1 FTE** - The Department requests funding for a Planner/Management/Research Specialist to assist the Sustainable Food Policy Board (SFPB) with its work on behalf of the Travis County Commissioners Court. Currently, HHS/VS staff attempts to assist the Board as time permits. The Board requires a consistent staff presence to ensure that they are kept informed on the County's planning, on-going work and appropriate deadlines. The Board wishes to be more involved in advising the Commissioners on matters related to urban farming, community gardens, farmland preservation, solid waste recovery and disposal and development and use of locally grown food to benefit persons who are indigent and-or have little access to fresh food. In order to be effective, the Board needs consistency in its interaction with County staff. In addition, a staff person is needed to stay up to date and informed on the Board's work and their needs. The Department will evaluate the effectiveness of this position at the end of FY 2013.

**Req #29: Summer Youth Employment (WBL) – Expand Program – Summer Liaisons** - The Summer Youth Employment/Work-based Learning Program is a Travis County, and City of Austin funded program that provides employment and learning opportunities for youth 14-17 (up to 22 years of age for disabled youth) years of age in a variety of employment opportunities. Over 1,400 youth are trained annually, and 750 are placed in jobs throughout the City of Austin and Travis County.

Pursuant to the interlocal agreement between Travis County and the City of Austin, Travis County is responsible for the administration and management of the program except for payroll responsibilities. These responsibilities include oversight and supervision of employment sites where youth are placed in jobs. We hire approximately seven (7) temporary Office Specialists or Site Liaisons during the employment period. The Site Liaisons serve as a bridge between the youth, the work site, and Travis County staff. They are a critical link and assist with providing support to youth, trouble-shooting any issues that may arise, managing timesheets, and other duties as required. Site Liaisons are required to drive their personal vehicles, and travel to job sites daily.

The number of Site Liaisons has not increased for over 15 years, and has not kept pace with the number of youth that are trained and placed in jobs. In order to safely and effectively support youth at the job sites, HHS requests an increase of 5 additional temporary Site Liaisons (Office Specialists). The addition of five (5) temporary staff along with the 4 regular FTE's would increase the ratio of youth to adults from 68:1 to 47:1. Based on the structure of the program, this will be sufficient to oversee all work sites and increase the department's ability to add more work sites.

**PBO Recommendations & Comments:** These requests are all for expanded services. PBO does not recommend funding for these requests at this time.

The 2010 U.S. Census documents a poverty rate in Travis County of 19% in 2010. That's 194,156 households living at or below the poverty level. The number of Travis County households living at or below 200% of the poverty rate almost doubles that figure to 375,147, or 37% of the population. The increased need has not abated with the slow economic recovery.

**Req #6: Housing Svcs – Expand Home Repair Program & Related Staff Reclassifications** – PBO does not recommend funding for this request. PBO requests that HHS provide more information on the complete funding stream (County, grant and any other funding) for this program and an explanation of the measure for the number of households served.

**Req #11: Family Support Svcs – Increase Capacity – Chapter 72 Emergency Assistance Funding** – PBO recommends that HHS discuss this request with Commissioners Court during budget hearings so that Court can help prioritize the various requests.

**Req #25: Neighborhood Conference Committee – Expand Program – 6 P/T FTE's** – Truancy is endemic in local school districts, especially AISD. However, PBO continues to call for the development of a comprehensive program that includes the Justice Courts as well as the Juvenile Probation's Truancy Court, school districts, Municipal Court, and other affected parties. Select funding requests for programs such as this one, it appears, leads to a handful of school truants from selected schools receiving intensive interventions while the vast majority of others are offered little to no interventions. In prior year discussions with Justices of the Peace, PBO has been told that school districts often wait weeks and months after the truancy starts to file their cases in the court system. Some school kids lose whole semesters before any intervention is attempted.

Additionally, as reported below, the performance measures for this \$168,300 budget request highlight the goal that the number of truant youth slated to receive some type of intervention through this funding total 25. In the budget request, HHS reports that for the first two six-week periods of this last school year 634 middle school students were reported as chronically

truant. The department should be prepared to answer how expanding this program at a cost of \$6,732 per child will lead to improved outcomes.

In discussions with staff on this budget request, staff report that the NCC Program is a comprehensive approach to intervention and improving the outcomes of program participants. This program is a collaborative effort between Travis County Health and Human Services, City of Austin, Travis County Truancy Court and AISD. The responsibility for evaluating improved outcomes rests with those agencies charged with long term engagement with the participants (e.g., Truancy Court, AISD, Juvenile Probation), and the ability to track participants after completion of their contracts. The Department's role in this program is to provide case management services for a period of six to nine months. During this time, youth are assigned to a volunteer neighborhood conference committee that enters into a contract between the youth and the committee. The primary outcomes that the Department relies upon are successful completion of the contract and re-offense rates after one year of completing the program. From the Department's perspective, tracking beyond that period is beyond the legal scope of our responsibility. The Department requests an earmark on reserves to allow the launch of a pilot NCC program that will target truancy cases.



**Req #26: Sustainability Food Program Coordinator – 1 FTE –** PBO does not recommend funding for this request given the priority the department has assigned to this request and that there are so many other more critical needs at this time. PBO recommends that the department consider using volunteers to staff the Sustainable Food Policy Board.

**Req #29: Summer Youth Employment (WBL) – Expand Program – Summer Liaisons –** PBO does not recommend funding for this request given the priority the department has assigned to this request as well as the lack of meaningful performance measures. First, the measures indicate that there will be no increase in the number of youth served with the addition of funding. Second, relying on levels of satisfaction as a measure of the success of this program does not adequately provide a measure of the impact that these scarce resources make on this program. Meaningful outcome measures could include: % of participants who graduate from high school; % of participants who find work on their own the following summer; % of participants who learned a marketable skill (e.g., data entry/ keyboarding, telephone and office reception etiquette, filing, scanning documents, making change, taking payments).

HHS staff response to PBO's recommendations listed above follows:

The Department cannot take credit for graduation rates through the engagement of youth in work-learning activities. It would be considered a factor in increasing a student's success but could not be the single determining factor. PBO does not completely appreciate the importance of a student's rate of satisfaction. This indicates that youth are engaged and improves their desire to attend and complete school, since enrollment in school is a requirement for participating

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in the program. Some of the other measures that PBO recommends that the Department track (e.g., % learning marketable skills) would require additional resources and expertise such as testing and evaluation.

**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
<b>Req #6 Housing Svcs</b>				
Total Households Served	1,160	680	295	345
Home Repair	145	100	130	180
DOE Weatherization	49	54	65	65
LIHEAP Weatherization	143	145	100	100
<b>Req #11 Family Support Svcs</b>				
Food Voucher	765	800	800	This is included in the PB3 FY13 projected target levels.
The division is exploring phasing out this administratively costly and burdensome program. The funding would be used for purchasing food in the dispensing of food pantries. If the funding is not awarded a commensurate decrease in food pantries assistance is anticipated				
Pharmaceuticals	249	300	300	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a commensurate decrease of assistance is anticipated
Rent/Mortgage	28,901	13,000	13,000	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a

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
				commensurate decrease of assistance is anticipated
Utilities	28,358	15,000	15,000	This funding is included in the PB 3 projected FY11 target levels. If the funding is not awarded a commensurate decrease of assistance is anticipated
<b>Req #25 Neighborhood Conference Committee</b>				
*Number of NCC-Truant Youth	n/a	n/a	25	25
*Number of NCC- Truant Volunteers	n/a	n/a	12	12
<b>Req #29 Summer Youth Employment Liaisons</b>				
# of youth employed	750	750	750	750
% of youth satisfied with youth employment experience	95	95	95	97
% of parents satisfied with youth employment experience	96	96	96	98
% of employers satisfied with youth employment experience	95	95	95	97

\* In addition to current NCC Program

The department states that the request for additional funding is to increase the number of staff that oversee the youth at assigned job sites. We have approximately 10 site liaisons that are responsible for overseeing 200 worksites and 350 youth on a daily basis. It is critical that we increase the ratio of adults to children from 69:1 to 47:1 even though industry standards and best practices recommend a ratio of 20:1.

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**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Sustainability Food Program Coordinator – 1 FTE	# 26
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	County Executive's Office	
<b>Fund/Department/Division:</b>		
<b>Amount of Request:</b>	\$59,443 (Request is for One-time funding)	
<b>Collaborating Departments/Agencies:</b>	City of Austin	
<b>Contact Information (Name/Phone):</b>	Sherri E. Fleming – 854-4101	

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

The Department requests funding for a Planner/Management/Research Specialist to assist the Sustainable Food Policy Board (SFPB) with its' work on behalf of the Travis County Commissioners Court. Currently, HHS/VS staff attempts to assist the Board as time permits. The Board requires a consistent staff presence to ensure that they are kept informed on the County's planning, on-going work and appropriate deadlines. The Board wishes to be more involved in advising the Commissioners on matters related to urban farming, community gardens, farmland preservation, solid waste recovery and disposal and development and use of locally grown food to benefit persons who are indigent and-or have little access to fresh food. In order to be effective, the Board needs consistency in its interaction with County staff. In addition, a staff person is needed to stay up to date and informed on the Board's work and their needs. The Department will evaluate the effectiveness of this position at the end of FY 2013.

**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 SFPB is an Advisory body to the Austin City Council and Travis County Commissioners' Court concerning the need to improve the availability of safe, nutritious, local, and sustainably-grown food at reasonable prices for all residents, particularly those in need, by coordinating the relevant activities of city and county government, as well as non-profit organizations, and food and farming businesses.

By Resolution of the Travis County Commissioners Court (and the City of Austin), the Board shall: (1) monitor the availability, price and quality of food throughout the Austin and Travis County area; (2) collect data on the food security (i.e., access to an affordable, diversified local food supply) and the nutritional status of city and county residents; (3) inform city and county policy makers, administrators, and the public at large about the status of the region's food system and food security;(4) monitor and analyze the administration of city and county food and nutrition programs; (5) explore new means for the city and county to improve the local food economy, the availability, sustainability, accessibility, and quality of food and our environment, and assist city and county departments in the coordination of their efforts; (6) review availability

and recommend measures to promote the preservation of agricultural land in the City of Austin and Travis County; and (7) recommend to the city and county adoption of measures that will

improve existing local food production and add new programs, incentives, projects, regulations, or services.

HHS/VS has worked with the Board since its inception, but is frequently pulled off for other projects. The department does not have personnel that it can dedicate to this function. Travis County has few, if any, resident boards that operate continuously with such a broad charge. It is likely that an infrastructure should be considered to meet the needs of resident Boards in order for their work to be effective and informative for the Commissioners Court.

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

Funding this request would provide a consistent link to Travis County and help establish the work of the board with consistent connections to County departments whose work intersects with that of the Board.

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

The strongest argument against this proposal is cost. In addition, this could potentially set a costly precedent for how the County supports its' advisory boards. It could also set a positive precedent in that Advisory Boards could feel more valued by the County and they will appreciate having the resources necessary to accomplish their work.

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

The Department hopes to provide consistent assistance to the SFPB. Currently, it is expected that the City and the County would share support for this Board. The City of Austin is staffing the Board meetings and their Executive Committee meetings. The City would like the County to staff one of these meetings on a consistent basis. This would require regular attendance and the preparation of meeting minutes in the City of Austin's format per city ordinance.

**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 SFPB develops a work plan each year that would become the driver of this position's work plan for the year. The department anticipates using this position to manage other special projects related to the area of food sustainability as well. At the end of the year, the department will evaluate the productivity of the worker and Board to determine whether there is a viable contribution and added benefit to continuing the position.

**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
To Be Developed				

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

The funding of this request will assist the department in centralizing its efforts around food security in our community. The Board is appointed to provide resident input on this issue area for the Commissioners Court.

**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 request is not funded, HHS/VS will continue to struggle with the provision of support for this group. In addition, the residents appointed may question the County's commitment to this work.

**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.**

The City and the County share responsibility for the work of this Board. It is anticipated that as they work on the issue of food security, policy recommendations impacting both the City of Austin and Travis County residents will be proposed. Their work will lend consistency to policy making in both the City and the County where possible.

**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).**

It is unclear at this point whether this position will increase revenue. It is likely that the position will spend some of its' researching grants and other funding to assist in implementing the work of the Board.

**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.**

The SFPB is a joint City and County Advisory Board

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

<b>Building Address</b>				502 E. Highland Mall Blvd	<b>Floor #</b>		N/A
<b>Suite/Office #</b>		County Executive's area		<b>Workstation #</b>		N/A	

**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)**

N/A



## **Budget and Programmatic Issue Analysis**

- HHS&VS's budget requests include several related to needs arising from workload increases based on population growth. HHS and HRMD have been meeting on additional reclasses that are included in budget request #1.
- ★ HHS&VS submitted 57 total budget requests for FY 13. Of these, 21 were from external agencies that the department did not prioritize. Given that budget submissions for all county departments and associated outside agency requests are due at the end of April and preliminary "draft" recommendations are due to departments in June, PBO has not had sufficient time to thoroughly and thoughtfully review and analyze all of these 21 budget requests totaling \$2.046 million for services as varied as providing meals to elderly and homebound residents to specialized mental health services for Latino children. However, having said that, PBO is recommending funding for three outside agencies with longstanding, proven track records of success: Capital Area Food Bank, Mobile Food Pantry, \$19,312; Capital IDEA Supplement, \$75,000; and Meals on Wheels and More, Services Outside of Austin, \$52,350. PBO has also recommended funding for four additional requests that continue from FY 12 into the Preliminary Budget: African American Men and Boys (2 requests \$257,000 and \$25,000), American Youth Works \$141,620 and Family Eldercare Case Managers \$95,020 (approved mid-year by Court). The remaining external budget requests will be included in a Commissioners Court budget hearing in August. Detailed backup from each of the external agencies will be provided to Court one week before the HHS budget hearing for review.
- PBO is still analyzing the two requests from the City of Austin for the Public Health Interlocal and the Animal Services/Control Interlocal. Both requests include a change in the cost model that passes on more of the cost to the County. PBO and HHS&VS staff met with City of Austin staff to better understand the proposed changes. At this time PBO has recommended funding a special reserve for these two interlocals in the amount of \$439,691.

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	Skillpoint Alliance
<b>Fund/Department/Division:</b>	Gateway Training Program
<b>Total Amount Requested:</b>	\$248,615
<b>Collaborating Departments/Agencies:</b>	
<b>Contact Information (Name/Phone):</b>	Cat Newlands-(512) 323-6773 x106 or Tom Serafin-(512) 323-6773 x154

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

The Gateway program is in the midst of significant changes; expanding the training options available to applicants. By the end of 2012 Gateway will offer at least eight training disciplines and program annual output will quadruple.

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

For the first time since it began in 1994, Gateway will be without City of Austin HHSD funding in 2013, annually that funding totaled \$228,450. Skillpoint Alliance is requesting an additional \$248,615 from Travis County in 2013, an amount that replaces the City of Austin funding and provides the resources to continue the program's expansion.

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

The additional funding in 2013 will allow Gateway to attain its target of serving 400+ clients, providing them with the skills and knowledge to obtain employment at a livable wage. With the added funding the program will continue its growth; expanding the training options and its outreach to Travis County residents who are most in need.

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

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

Gateway will serve approximately 65 additional clients in 2013 with the requested funding and add one new training discipline by 12/31/2013. Historically this translates from 52 to 60 clients completing training, conservatively 80% will obtain employment.

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

The program is measured by the number of clients served, completing training and obtaining & retaining employment. Outcomes are self-reported by clients and confirmed through employer contact or through Texas Workforce Commission wage records. The program will undergo an independent audit and evaluation.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected 2013 Measure at Target Level	Projected 2013 Measure with Added Funding
Number of unduplicated clients enrolled in job training			335	400
Number completing job training			268	320
Number obtaining employment			207	247

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

The program will serve an additional 65 clients with the funding requested, a 19% increase over the target. Program expansion will continue with new training options available to applicants.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

If not funded program output will decline in 2013 and expansion and growth initiative will halt and possibly regress.

**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.**

Gateway current funding includes a Wagner-Peyser grant through the Texas Workforce Commission, renewal of this grant is anticipated for 2012-2013. The funding level will approximate \$500,000. Skillpoint is currently pursuing a Department of Labor grant to serve youthful offenders, potential funding up to \$1,000,000.

**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 proposal generates no 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.**

Partnerships center on key activities in recruiting, training, and helping place participants in jobs. For recruiting, Skillpoint partners with key agencies such as TYC and TDCJ Probation Divisions, Travis County Community Justice Center, Travis County Adult and Juvenile Probation, and Workforce Solutions-Capital Area to identify appropriate candidates for Gateway training.

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

<b>Building Address</b>	NA	<b>Floor #</b>	NA
<b>Suite/Office #</b>	NA	<b>Workstation #</b>	NA

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	Enhanced Rapid Employment Model
<b>Fund/Department/Division:</b>	
<b>Total Amount Requested:</b>	\$155, 882
<b>Collaborating Departments/Agencies:</b>	
<b>Contact Information (Name/Phone):</b>	Jasmine Griffin-Ives/ 512-597-7142

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

Continue funding 2 dedicated REM FTEs to replace gap left by the termination of Project RIO and provide specialized offender services, leveraging resources of the City of Austin funded Workforce and Education Readiness (WERC) grant.

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

**Workforce Solutions-Capital Area (WSCA) would like to request continued funding for two (2) FTEs to support the County's current investment in the Rapid Employment Model (REM) program.** As described in more detail below, the REM program predominately serves ex-offender clients who, in the past, received case management services through Project RIO (Reintegration of Offenders). The latter was a State of Texas funded program designed to help ex-offenders reenter society, focusing on opportunities for employment as a means of helping individuals stay out of the criminal justice system. When the Project RIO program was cut in the fall of 2011, a 15-month (Oct 1st, 2011 to December 31, 2012) funding grant from Travis County allowed the REM program to continue and expand its case management and job training services. **WSCA is asking the County to consider the continuation of this funding to provide REM-dedicated staff for Fiscal Year 2013.** The paragraphs below will provide a brief history of the REM program as well as discuss how the REM program will connect to the Workforce and Education Continuum Program (WERC), a city of Austin funded project scheduled to launch on April 1st, 2012.

REM, funded through Travis County since 2005, has helped over 642 individuals through job readiness training, short-term occupational training in high demand fields and job placement and retention services. Targeting individuals in poverty (200% or less of the Federal Income Poverty Guidelines) with significant barriers to employment, the REM program has continued to demonstrate significant successes, meeting or exceeding contracted measures. The cumulative outcomes for the program are bulleted below:

- 74% of these clients completed an occupational training program;
- Of those, 66% found employment within 12 weeks of training completion at an average wage of ~\$10.00 per hour.
- 40% of those finding employment were retained for six months.

Until 2011, REM funding was used to provide services to clients in three (3) existing WSCA programs: Supplemental Nutritional Assistance Program (SNAP) and Choices Temporary Assistance for Needy Families (TANF) and Project RIO. WSCA received funding for three (3) Project RIO case managers stationed at each of the 3 career centers and became known in the community as a place for ex-offender clients to find resources on their path to reentry. Moreover, roughly ~80% of the clients served by REM were co-enrolled in Project RIO and RIO case managers were the main source of staff support for the REM program.

**When these Project RIO positions were eliminated, Travis County Enhanced REM funding allowed WFS to continue to provide services targeted to ex-offender clients.** To facilitate a closer connection to existing Travis County investments in ex-offender services, the REM program created a direct referral process with Travis County Offender Workforce Development Office (TCOWD). **Without this funding, a serious gap in service delivery for both the REM program and for ex-offender clients would exist in Austin.**

In addition to serving ex-offender clients, the Enhanced REM funding from Travis County allowed WFS to reach out to additional populations of disadvantaged clients in the community, particularly those accessing emergency services from Travis County. REM program staff also set up a direct referral process with the Travis County Emergency Assistance team.

On April 1st, 2012, WSCA will launch the Workforce and Education Readiness Continuum (WERC). WERC is a City of Austin-funded network of 12 strategic partners linked to help prepare Austin-area residents to enter or reenter today's competitive job market. Designed to seamlessly provide services ranging from GED, ESL, job-readiness training, and college-level education, WERC connects 38 provider locations to create "no wrong door" for workforce and education services. WERC focuses on the following priority population groups: African American Males; Limited English Proficient (LEP) individuals; High School Dropouts; Individuals with disabilities, Veterans; and Victims of Violence.

**WERC is an ambitious and courageous endeavor, requiring strong community backing to be successful.** By standardizing processes between partner agencies, WERC aims to reduce overhead costs and inefficiencies to maximize funding investments. However, the funding level initially budgeted for the WERC program was severely cut through a series of budget reduction activities. **The reduction damaged the ability of the WERC program to fulfill its original scope and therefore, full capability.** As a result of the budget cut, the WFS career centers were forced to slice an FTE from the budget creating a substantial gap in the service delivery model. **By granting this funding request, the REM program would be able to further leverage the resources of the WERC grant (access to literacy services, numerous community intake locations, opportunities for advanced occupational training for REM short-term training completers) and gaps in the WERC program model caused by budget reductions would be reduced.** Also, the WERC program does not specially target services for ex-offenders. **Therefore, dedicated REM staff would enable ex-offender clients walking into any WERC intake site to access offender specialized services.**

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

- Leverages the WERC program to provide services targeted to ex-offenders by supporting dedicated staff
- Continues to provide staff who specialize in ex-offender issues filling the gap left by the elimination of the Project Rio
- Allows WFS to leverage both COA and TC funds to create services with many community intake locations and that are connected to literacy/education services, thus providing access to a workforce continuum

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

- Full benefit of Enhanced REM model is tied to continuation of COA funding for the WERC program

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

Continued success of the REM program outcomes, continued alignment with current Travis County investments in offender and emergency assistance programs, connection to WERC program goals and outcomes.

REM Performance Measures	Percent	Total 2013	Q1 2013	Q2 2013	Q3 2013	Q4 2013
1. Clients Served		81	20	20	20	20
2. Completing pre-employment:	70% of 1	57	14	14	14	14
3. Completing occupational training	80% of 2	46	12	12	12	12
4. Employed w/in 3 months:	70% of 3	32	8	8	8	8
5. Retained for 6 months:	50% of 4	16	4	4	4	4
6. Average wage @ entry: \$10.00		\$10/hr	\$10/hr	\$10/hr	\$10/hr	\$10/hr

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

REM program staff regularly measures the impact of the program through monthly reports to the Capital Area Workforce Board and quarterly reports to the County. Furthermore, each training provider utilized for the REM program is evaluated through the State of Texas Eligibility Training Provider Process and/or a local evaluation process.

In addition, Ray Marshall Center for the Study of Human Resources (at the University of Texas) has evaluated the REM program since its inception (through TC funds) and also evaluates similar locally-funded workforce development programs. We anticipate that RMC would also evaluate this pilot.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
Not applicable				

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

See section 4.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

Without continued County support of the REM dedicated program specialists, the REM program would essentially be un-staffed. The County will miss the opportunity to have its investment in ex-offender services leveraged against the City's investment in WERC and the public workforce system in general.

**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.**

WERC Program Budget				Totals
Terms	Contract Term 1	Contract Term 2	Contract Term 3	30 Months with 3 Terms
Timeframe	4/1/2012-09/30/2012	10/01/2012-09/30/2013	10/01/2012-09/30/2014	04/01/2012-09/30/2014
Budget	\$ 1,474,699	\$ 2,949,399	\$ 2,949,399	\$ 7,373,497

As described in previous sections, the Enhanced REM model would leverage all resources of the WERC program. Clients can be screened for program services throughout the Austin community and connected to the service model best adapted for each client's particular population needs (whether that be ex-offender specialized services under REM funding and/or Workforce and Education Services funded by the WERC program).

**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.**

In addition to the direct referral process for the Travis County Offender Workforce Development Office and Travis County Emergency Assistance under the current Enhanced REM model, the WERC program has collaborated with Travis County Health & Human Services to station a full-time WERC program specialist at the Palm Square Center. Clients seeking assistance from the County will be able to connect with the WERC program, be assessed for service needs as well receive employment-related assistance at Palm Square or referred through a "warm-hand off" to literacy providers, as appropriate. If this funding is granted, clients connecting with WERC at Palm Square would also have access to specialized offender services.

<b>11.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>	
	<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>	
<b>Building Address</b>		<b>Floor #</b>
<b>Suite/Office #</b>		<b>Workstation #</b>



**FY 2013 BUDGET REQUEST ANALYSIS**

**\* Req #1: Market Study 2012-Finalize Pending Requests, \$50,901**  
**Req #1a: Market Study 2012-Funding of Approve Reclassifications, \$87,646**  
**General Fund: 001**

	<b>FY 13 Request</b>	<b>PBO Recommendation</b>	<b>FY 14 Cost</b>
<b>FTEs</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$138,547</b>	<b>\$57,646</b>	<b>\$57,646</b>
<b>Operating</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$138,547</b>	<b>\$57,646</b>	<b>\$57,646</b>
<b>Capital</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$138,547</b>	<b>\$57,646</b>	<b>\$57,646</b>

**Dept. Summary of Request:**

**\* Req #1: Market Study 2012-Finalize Pending Requests, \$50,901**

HHS writes that after the conclusion of the Market Salary Study (MSS) in FY 12, HHSVS continues to have 11 positions that they believe warrant reclassification and 3 positions in one classification that require reallocation from a pay grade 17 to pay grade 18. These actions are necessary in order to ensure the department is classifying and compensating similar positions at the same level throughout the department. HHS goes on to say that during the MSS, HRMD recommended that the department consider an organizational structure change. This change would include the addition of an Assistant or Deputy Director of Health and Human Services and various other positions, including, from HHS's perspective, some of the actions requested in this package.

**Req #1a: Market Study 2012-Funding of Approve Reclassifications, \$87,646**

Through the MSS of 2012, 14 positions were reclassified by Commissioners Court. HHS reports that this action ensures that the department is classifying and compensating staff appropriately. Further, appropriate and equitably administered compensation practices are critical to attracting and retaining a talented workforce. However, Commissioners Court did not fund these reclassifications, and instead asked the affected departments to work with PBO to be creative in identifying internal resources to fund these reclassifications. HHSVS has agreed to internally fund \$30,000 of this cost by cutting its temporary salaries (and related benefits) line items for interpreters for deaf and hard of hearing clients.

b11

**PBO Recommendations & Comments:**

**★ Req #1: Market Study 2012-Finalize Pending Requests, \$0**

This request is for the following changes to existing positions.

<b>No. FTE</b>	<b>Current Title, PG</b>	<b>Requested Title, PG</b>	<b>Add'l Salaries &amp; Benefits</b>	<b>Filled/Vacant</b>
3	Asst Vet Svcs Officer (MSS PG 17)	Social Svcs Prgm Coord (PG 18)	\$7,161	3/1
1	Human Res Spec II (MSS PG 20)	HR Spec Sr (PG 21)	3,102	1/0
1	Planning Proj Mgr (MSS PG 23)	Planning Manager (PG 24)	4,709	1/0
1	Contract Compl Spec (MSS PG 21)	Financial Analyst Lead (PG 23)	7,058	0/1
2	Soc Svcs Pgm Admin (MSS PG 21)	Planning Project Manager (PG 23)	14,112	2/0
6	Soc Svcs Pgm Spec (MSS PG 17)	Soc Svcs Prgm Coord (PG 18)	11,935	5/1

PBO does not recommend funding this request because it is still under discussion between HHS and HRMD.

**Req #1a: Market Study 2012-Funding of Approve Reclassifications, \$57,646**

On June 13, 2012, HHS submitted a revised budget request for MSS Reclassifications, Req #1a, for ongoing funding for the reclassifications that were approved by Commissioners Court without funding on March 27, 2012. PBO recommends approval of \$57,646 in ongoing funding for these reclassifications, which is the total cost of \$87,646 less the \$30,000 internally funded by the department.

Please note that of the 12 departments that had supplemental reclassifications approved by Commissioners Court on March 27, 2012, ten funded the reclassifications internally and two funded around half of the reclassification cost internally.

**Budget Request Performance Measures:**

Not applicable.

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**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Market Study 2012 – Finalize Pending Requests	# 1
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	County Executive – HHS-HR	
<b>Fund/Department/Division:</b>	Various	
<b>Amount of Request:</b>	\$50,623	
<b>Collaborating Departments/Agencies:</b>	PBO, HRMD	
<b>Contact Information (Name/Phone):</b>	Sherri Fleming, County Executive 854-4101	

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

After the conclusion of the Market Salary Study (MSS), HHSVS continues to have 11 positions that we believe warrant reclassification and 3 positions (1 classification) that require a reallocation from a pay grade 17 to pay grade 18. These actions are necessary in order to ensure the department is classifying and compensating similar positions at the same level throughout the department.

*In addition, during the Market Salary Study, HRMD recommended that the Department consider an organizational structure change. This change would include the addition of an Assistant or Deputy Director of Health and Human Services and various other positions, including, from HHS's perspective, some of the actions requested in this package.*

**The Department requests the opportunity to discuss the recommended organizational change with Planning and Budget as well as HRMD for a potential phased implementation. HHS/VS is currently conducting Strategic Planning and sees that process as key to informing the final recommendations related to organizational structure.**

**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 department requests these actions in order to ensure that we are treating employees performing the same or very similar functions in a like manner with their peers. Pay equity is grounded in federal, state and local law; as well as Travis County policy. Our department has been and continues to fully embrace pay equity and parity. We believe that our department is best-suited to understand the roles of our social services staff and the dynamic inter-relationships within our department and in the diverse communities we serve. We believe department management is best positioned on how to ensure parity across and within our department. HHSVS was not able to come to a final agreement with HRMD during the MSS. The Court requested that these issues be brought back during the FY 2013 budget process.

These requests encompass three major themes:

- 1) Direct Parity with Peers (12 positions, 9 of which include a reclassification. 11 positions result in a 1 pay grade adjustment, 1 position results in a 2 pay grade adjustment)

2) Delineation of Leadership Roles (2 positions which include a reclassification; resulting in a 2 pay grade adjustment)

Direct Parity with Peers:

**Program Coordination Roles:** Slots 38, 62, 65, 69, 129, and 286 are currently classified as Social Services Program Specialists, pay grade 17. Slots 2, 5, and 10 are currently classified as Assistant Veterans Service Officers, pay grade 17. (Prior to the MSS, they were also classified as Social Services Program Specialists). In order to classify and compensate them appropriately and in like manner to other HHSVS peers performing duties and responsibilities with very similar scope, but in different programs – HHSVS requests reclassifying slots 38, 62, 65, 69, 129, and 286 to Social Services Program Coordinator. The Assistant Veterans Service Officer positions are requested to be reallocated from a pay grade 17 to a pay grade 18, which impacts slots 2, 5, and 10. The department further requests funding to support a salary adjustment using the same methodology that was used during the implementation of the MSS.

HHSVS already has 8 other positions currently classified as Social Services Program Coordinators. These positions support programs in Deaf Services, Healthy Families, Work-Based Learning, the Community Services Division and the Office of Children’s Services Division. Current incumbents report to Social Services Managers, Social Services Program Administrators and the Community Services Division Director. In addition to the varied reporting relationships, these current Social Services Program Coordinators have extensive independent judgment about how to perform outreach, ensure quality programming with their respective constituencies and initiate new ideas and approaches towards the continued development of their programs. The role that our current Social Services Program Coordinators play within their program areas is consistent and extraordinarily similar in scope with the above-referenced slots. All of these positions interact with diverse and varied communities, coordinating numerous activities that support their program’s work. Consistent use of the Social Services Program Coordinator throughout our organization is critical to maintaining equitable pay relationships between programs and divisions.

**Roles with Identical Scope of Responsibilities:**

Slot 185 is currently classified as a Contract Compliance Specialist. This position is currently vacant. HHSVS requests a classification change to Financial Analyst, Lead in order to implement an effective staffing structure for the Finance unit. HRMD recommended that the previous incumbent in Slot 185 be promoted to a vacant Financial Analyst, Lead slot in Finance, rather than reclassify the position as part of the MSS. The department promoted the former incumbent of slot 185, per HRMD’s recommendation on 4/1/12. The operational need for effectively staffing the Finance unit and in order to ensure parity between roles with very similar responsibilities requires a Financial Analyst, Lead over the General Fund budgets and Contracts and one to lead the Grants side of Finance. Both areas have Accounting/Transactional accountability. Reclassification of slot 185 from a Contract Compliance Specialist to a Financial Analyst, Lead will fulfill these requirements. HHSVS further requests funding to support a salary adjustment using the same methodology that was used during the implementation of the MSS.

Slot 12 has nearly identical duties and responsibilities as compared with a direct peer within the same program, slot 283. Slot 12 also serves as the lead when the manager is out of the office; and facilitates complicated problem-solving issues, which are beyond the scope of the incumbent's current classification and beyond the work expectations of slot 283. However, slot 12 is in a lower classification and pay grade than slot 283, which creates a pay equity issue. In order to ensure parity between these direct peers, slot 12 is requested to be reclassified to a Human Resources Specialist, Sr., pay grade 21, which is the classification of slot 283. This reclassification would result in the current incumbent moving 1 pay grade; from pay grade 20 to pay grade 21. The department further requests funding to support a salary adjustment using the same methodology that was used during the implementation of the MSS.

Slot 267 has nearly identical duties and responsibilities as compared with a direct peer (slot 13) working on a high-level community collaboration with very similar duties and scope of responsibilities. Both of these positions report to the County Executive on their community initiatives and programming and are drivers for these programs that assume full responsibility for their work. The scope of responsibilities, interactions with varied, high-level public officials and the financial impact of their decision-making on the community, are very similar in scope. However, slot 267 is in a lower classification and pay grade than slot 13, which creates a pay equity issue. In order to ensure parity between these direct peers, slot 267 is requested to be reclassified to a Planning Manager, pay grade 24, which is the classification of slot 13. This reclassification would result in the current incumbent moving 1 pay grade; from pay grade 23 to pay grade 24. The department further requests funding to support a salary adjustment using the same methodology that was used during the implementation of the MSS.

Delineation of Leadership Roles:

Slots 246 and 213 serve in a leadership role beyond their peers in their respective divisions. Both incumbents are classified as Social Services Program Administrators, pay grade 21. The department requests reclassification for both positions to a Planning Project Manager, pay grade 23. This request is made to reflect the additional leadership role these positions have in facilitating collaborative work with their respective communities, as well as additional problem-solving and leadership roles within their divisions and across the department. These positions may be distinguished from peers in their divisions, since they provide leadership and support during their director's absence, provide additional guidance and leadership on budgets, policies and procedures for their whole division and drive improvement and efficiencies on service-delivery models and quality assurance systems. Other distinguishing characteristics include research, planning for and analysis of new models and best practices of social services systems; including new grants and contracting opportunities. Both these positions interact and collaborate with high level officials in other governmental and non-profit entities and private foundations. The scope of their responsibilities is very broad and their work has a significant impact to the community at large. Additionally, these positions require that the incumbents have high-level expertise on best practices and evidence based endeavors within their field of work. The incumbents of these positions are regarded regionally and nationally as leaders within their respective fields. These attributes and the expectations of these positions are regarded as having a higher level leadership role from the other positions classified as Social Services Program Administrators. The department requests that we be able to differentiate these roles and appropriately compensate the incumbents for the higher level of work that is associated with

these roles. The department further requests funding to support a salary adjustment using the same methodology that was used during the implementation of the MSS.

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

Paying all of our staff competitively and equitably, allows us to attract and retain a highly skilled and motivated work force. Commitment to Equal Employment Opportunity, including Pay Equity, is central to our Core Mission and Values.

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

The implementation of this request has a financial cost to the Travis County budget.

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

Implementation of request will occur 10/01/12 if it is funded during the FY 2013 budget process.

**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:**

The HHSVS workforce will continue to be committed to our values and mission, knowing that management’s commitment to Equal Employment Opportunity and Pay Equity remains intact. This philosophy is paramount to leading effective Human Services initiatives in the Travis County community. Appropriate and equitably administered compensation practices are critical to attracting and retaining our talented workforce. This is a strategy which supports our ability to continue to provide extraordinary Social Services Programs, many of which are recognized nationally, to the residents of Travis County.

**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.**

The department risks losing talented staff due to perceived inequities in pay administration.

<b>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.</b>			
N/A			
<b>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).</b>			
N/A			
<b>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.</b>			
N/A			
<b>11.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>		
	<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>		
<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	
<b>12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).</b>			
<b>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)</b>			

**Austin Child Guidance Center -Latino Children's Mental Health Project**  
**Request for Funding from Travis County Health and Human Services and Veterans Services**

Austin Child Guidance Center's Latino Children's Mental Health Project will dramatically increase mental health services to lower income (underinsured/uninsured) Spanish speaking children and their families in central Texas. A one-time investment grant from Travis County HHS will yield a long-term sustainable increase in affordable mental health services for underserved Hispanic children, many of who are experiencing: childhood depression; anxiety; domestic and sexual abuse; neglect; parent-child relational problems; school refusal; AD/HD disruptive behavior disorders; and trauma.

Texas Care for Children Report (2012) stated "Despite the fact that communities across the state have become more diverse as populations have increased, mental health care programs and professionals have failed to keep pace. To illustrate, a finding from the National Survey of American Families that Hispanic children have higher rates of unmet need in the area of mental health services; this is of particular concern since national estimates suggest that Hispanic adolescents have higher rates of suicidal thoughts, depression and anxiety, as well as higher drop-out rates than white adolescents." Common barriers for Hispanic children in accessing mental health services include language, culture, stigma, and cost. Many Hispanic children are un-insured or under-insured.

Currently, the agency has a limited capacity to fulfill the community need for bilingual mental health services, as the waiting list for Spanish services continues to grow and funding sources to serve this population have not increased. A one-time grant from Travis County HHS for \$104,200 would provide critical funding support for the agency to hire two new full-time bilingual mental health care professionals. During the funding year, ACGC will enroll the new therapists on various insurance "panels," which will eventually help to provide sustainability for the project. This process can take many months and will need to be undertaken multiple times (for each insurance). Once the therapists are enrolled on insurance panels, we will be able to be reimbursed for their services from specific insurance companies. By the end of the funding year, ACGC will be able to start billing insurance for these two positions. In the subsequent years, the two staff members will generate enough program income (through Medicaid, CHIP, TriCare, private insurance and sliding scale fees), to support 80% of the on-going costs for these positions, with the remaining support acquired through ACGC's fundraising efforts.

The Project will provide direct care to Spanish speaking children and their families through individual and family therapy; therapeutic groups and workshops; and community outreach and education to the Hispanic community. The Project will permanently increase the capacity of the Center, and will dramatically increase mental health services to lower income, underinsured Spanish speaking children experiencing mental health and behavioral concerns. Services are available on a sliding fee scale rate for uninsured/underinsured families, and no child is denied care for inability to pay for services. Travis County HHS's start-up capital will assist us in serving an additional 182 Hispanic children and 228 family members per year. ACGC expects that at least 85% of clients will make progress on their treatment plan goals (a measure of their ability to function); and at least 85% of clients receiving specialized group services will show increased knowledge and/or improvement in skills or changes in stress/behaviors. Moreover, educational outreach efforts, as well as therapeutic groups and workshops will help to reduce the stigma of mental illness and accessing mental health services within the local Hispanic community.



**FY 2011 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	Latino Children's Mental Health Project
<b>Fund/Department/Division:</b>	Travis County Health and Human Services and Veterans Services
<b>Total Amount Requested:</b>	\$104,200
<b>Collaborating Departments/Agencies:</b>	See Item 10
<b>Contact Information (Name/Phone):</b>	Russell Smith/512-451-2242

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

Austin Child Guidance Center's Latino Children's Mental Health Project will dramatically increase mental health services to lower income (underinsured/uninsured) Spanish speaking children and their families in central Texas. A one-time investment grant from Travis County HHS will yield a long-term sustainable increase in affordable mental health services for underserved Hispanic children, many of which are experiencing the following issues: childhood depression, anxiety, domestic and sexual abuse, neglect, parent-child relational problems, school refusal, ADHD disruptive behavior disorders, and trauma.

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

The Latino Children's Mental Health Project relates to the mission and services of the Travis County Health and Human Services Department, as it serves as a safety net for many families experiencing critical mental health issues and social ills. The project preserves the health of local residents and reflects the changing needs of our community.

Texas Care for Children Report (2012) stated "Despite the fact that communities across the state have become more diverse as populations have increased, mental health care programs and professionals have failed to keep pace. To illustrate, a finding from the National Survey of American Families that Hispanic children have higher rates of unmet need in the area of mental health services, is of particular concern since national estimates suggest that Hispanic adolescents have higher rates of suicidal thoughts, depression and anxiety, as well as higher drop-out rates than white adolescents. This problem will particularly affect Texas because by the year 2020, it is estimated that more than 50% of Texas children will be Hispanic. Of additional concern is the fact that, of the total uninsured children in Texas, 52% are Hispanic."

Barriers common to Hispanic children in accessing mental health services include the following: language/cultural, stigma, cost, insufficient coverage for services from private health insurances, and availability of qualified, bilingual mental health providers. The American Psychiatric Association stated (2012) "Many Hispanics/ Latinos rely on their extended family, community, traditional healers, and/ or churches for help during a health crisis. As a result, thousands of Hispanics/Latinos with mental illness often go without professional mental health treatment."

Currently, the agency has a limited capacity to serve the community need for quality, bilingual mental health services. The agency currently employs four bilingual therapists who provide therapy, psychological assessments and service coordination. All center based services are offered in Spanish. However, there is a waiting list for these services. Furthermore, the agency provides no-cost therapeutic groups and workshops for parents and children, but does not have the capacity to provide these same helpful groups in Spanish.

With funding through Travis County Health and Human Services Department, the agency could launch the Latino Children's Mental Health Project. A one-time grant for \$104,200 would provide critical funding support for the agency to hire two new full-time bilingual mental health care professionals. These two positions will provide direct care to Spanish speaking children and their families through therapy, therapeutic groups and workshops, as well as provide community outreach and education to the Hispanic community. The Latino Children's Mental Health Project will permanently increase the capacity of Austin Child Guidance Center, dramatically increasing mental health services to Spanish speaking Hispanic children and families experiencing disruptions in their lives, including childhood depression/anxiety, domestic and sexual abuse, truancy, parent-child relational problems, ADHD disruptive behavior disorders, and trauma. All services are available on a sliding fee scale rate for uninsured/underinsured families, and no child is denied care for inability to pay for services. Services supported will be provided in Spanish and will include the following:

1. Individual therapy that is tailored to the developmental stage of the child and encourages identification of personal strengths, community and social support, and strengthening internal coping mechanisms to increase positive mental health. There is a special focus on how the individual child deals with the family changes.
2. Family therapy that extends to all family members and guardians in the child's life. Together they work to heal and learn new patterns of behavior without family conflict, violence, or abuse.
3. Group therapy in which participants work to improve peer relations, practice problem-solving skills, and build self-esteem.
4. Parenting classes cover topics such as effective communication and parenting skills. Parents receive support from each other when they find that they share common concerns and work together to use their new knowledge to find solutions to those concerns.
5. Psychological assessments, which are indicated for clients presenting with complicated symptoms or problems. These 6-hour, detailed assessments are empirically based and can answer questions regarding neurological processing issues, complicated differential diagnostics, or ways the child understands and relates to the world. The assessment results are used to identify specific problems and recommend the best intervention methods for the individual child.
6. Psychiatric services, which are available for children who present with many complicated symptoms and where medication may be clinically indicated. A child psychiatrist performs evaluations and, when necessary, prescribes and monitors medication, as well as provides medical consultations.

Travis County Health and Human Services Department's one time investment will provide the initial funding support for ACGC to hire two full-time bilingual therapists. Many of the clients we serve have Medicaid, CHIP (health insurance for low income children), or private insurance. During the funding year, ACGC will enroll the new therapists on various insurance "panels," which will eventually provide sustainability for the project. Once the therapists are enrolled on insurance panels, the agency will be able to be reimbursed for their services from specific

insurance companies. This process can take many months and will need to be undertaken multiple times (for each insurance type). By the end of the funding year, ACGC will be able to start billing insurance for these two positions. In the subsequent years, the two staff members will generate enough program income (through Medicaid, CHIP, private insurance and sliding scale fees), to support the additional salaries and related expenses into the future. Travis County's one-year start-up capital will yield long-term results for children and families living in the Greater Austin community.

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

Travis County's one-year grant will increase the quality of life for each child and family we serve through the project. The early treatment of children with mental health illness is critical and if left untreated the effects can be detrimental. Children with untreated mental illness are at increased risk of coming into contact with the juvenile justice system, and without early intervention, childhood disorders can contribute to a lifetime of academic failure, poor employment prospects, poverty, and substance abuse. Now more than ever, it is imperative for our community to provide affordable, quality mental health services in Spanish to children and their families. While many children are bilingual and able to speak fluently in both in English and Spanish, therapy cannot extend to the entire family as many Hispanic caregivers only speak Spanish. Since change does not occur in a vacuum, therapy must extend to the entire system of the family in order to create lasting solutions.

Research shows that half of all lifetime mental illnesses begin by age 14 (National Institute of Mental Health, 2005). This is a startling statistic, given the severe and often persisting effects of untreated mental illness: (1) 50% of students age 14 or older who have mental illness drop out of school; (2) 67% of youth in Travis County Juvenile Probation are diagnosed with mental illness; and (3) children and youth exposed to violence and trauma experience more learning and academic difficulties and behavioral and mood-related problems. With an estimated 43,000 children and youth in Travis County estimated to experience a mental health problem every year, and an alarming 82% of whom will not receive treatment or intervention services, ACGC is positioned to provide critical mental health treatment to a vulnerable yet very valuable segment of the local population: the Hispanic children and youth of Central Texas.

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

Austin Child Guidance Center does not see any con associated with increasing the agency's capacity to reach more children in need of mental health services. Focusing on Spanish Speaking families and the Hispanic population will ensure that the community is taking appropriate steps to promote mental well-being and a positive quality of life for all residents in our community, not just those who are fluent in English.

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

The initiative will serve an additional 182 Hispanic children and youth per year, and an additional 228 family members. Clients will receive psychological assessments; individual, group and family therapy; psychiatric consultations as needed; and access to a variety of parenting classes. ACGC expects that at least 85% of youth receiving services will improve or maintain their physical and/or mental well-being; and 85% of youth will show improvement in their ability to function at the end of treatment. Youth participating in groups will improve or maintain their physical and/or mental well-being and will learn new skills and have positive changes in stress and behaviors.

- **January 2013-** Recruit and hire two bilingual licensed therapists
- **Spring 2013-**Begin intake for additional clients (46 for full caseload, 4x per year)
- **On-going-**Gather initial data, prepare treatment plans, evaluate on-going progress
- **Spring-Winter 2013** Submit paperwork and go through process to get new therapists on insurance “panels”
- **January 2014-**Continue to intake additional clients, utilizing Medicaid, CHIP and private insurance reimbursements to support therapist salaries

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

Outcomes:

1. At least 85% of clients will make progress on their treatment plan goals.
2. At least 85% of clients receiving specialized group services will show increased knowledge and/or improvement in skills or changes in stress/behaviors.

Long term change in children’s mental health occurs when they develop healthy social and emotional skills. Acquiring these skills impacts their relationships with their families and peers. It is connected to school readiness and academic success, as well as encourages them to be positive contributing members of their community. Long term change occurs for families when caregivers are motivated to recognize self-identified family goals and when they are supported and empowered with tools to achieve those goals.

Performance evaluation takes place at the individual client level and the program level. For individual clients and families, continuous assessments are made by the weekly measurement of progress on treatment goals. Clinical staff and the family members jointly set goals to measure behavior change over the course of treatment and participate in the review of these goals at benchmark time or when they are changed. ACGC collects data to measure both effectiveness and efficiency such as the waiting time for services, client satisfaction, length of time in treatment, and overall rates of behavioral progress/improvement for clients receiving treatment. Data is analyzed quarterly to identify progress toward goals, trends and areas of improvement. Staff service hours are reviewed monthly and tracked annually. Clients fill out a survey after treatment closure which is available in both English and Spanish; follow-up calls are also made to those clients who may not have filled out this form on site (there was a no show, etc.) and staff complete the information provided. The Parent Experience of Assessment Scale (PEAS), a new measurement and feedback tool developed by professors and researchers through the Therapeutic Assessment Project at the University of Texas at Austin, was implemented on July 2011 to measure the parents’ experience of their child’s psychological assessment. The results from this measurement tool will be reviewed monthly by the Director of Psychological Services to monitor and ensure that our psychological assessment services are a positive and beneficial experience to the client and their family members.

ACGC is the only agency providing long-term/short-term affordable outpatient mental health services, and therefore no comparative analysis is available.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
# of unduplicated clients served (children and adults)	215	215	215	625
% of clients that make progress on their treatment plan goals	85%	85%	85%	85%
% of clients receiving specialized group services that demonstrate increase knowledge and/or improvement in skill or changes in stress/behaviors	85%	85%	85%	85%

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

The Latino Children’s Mental Health Project will have an enormous impact within our community. It will serve 182 additional Spanish speaking children and youth each year in the Central Texas area, and an additional 228 family members. Regardless of their income level, families will have access to comprehensive, quality mental health treatment in English and Spanish. The initiative expands services at ACGC’s main facility, which is centrally located and accessible to public transportation. Moreover, educational outreach efforts, as well as therapeutic groups and workshops will help to reduce the stigma of mental illness in the local Hispanic community. It will also be more likely that a family will choose to seek outside professional outpatient mental health services when their child is exhibiting depression, anxiety, grief, trauma and disruptive behaviors.

Performance measures of ACGC’s center based services will show a reduction in the annual number of Spanish speaking families who are on the waiting list who do not receive care. Program outcomes should stay the same, while output numbers of clients served will significantly increase.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

The impact of not funding the program will result in an increase of the annual number of Spanish speaking families who will be put on ACGC’s waiting list who are seeking out care. Moreover, local Hispanic-Spanish speaking families will continue to not seek outside professional help for mental health concerns regarding their child because of the following:

1. They lack sufficient funds or health insurance coverage for mental health services
2. There is a general lack of affordable bilingual mental health services for children
3. Hispanic families are not fully educated on the benefits of seeing a licensed mental healthcare professional
4. The stigma and shame associated with mental illness prevents many Hispanic families from choosing to locate assistance outside the family unit or religious community.

By not funding this program, the community could potentially find more Hispanic children entering the juvenile justice system, developing depression/anxiety, dropping out of school and/or developing a mental illness that lasts into adulthood if they do not receive mental health care. By

not being proactive and addressing the shortage of local affordable, bilingual mental health services with the fastest growing population, the Greater Austin community will set it self up for additional costs associated with long-term impacts regarding untreated mental illness. This could potentially result in an increased incidence rate of escalated crime, suicide, substance abuse, homelessness, un-employment and domestic violence.

**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.**

Latino Children's Mental Health Expansion Project will dramatically expand mental health services to Spanish speaking children and their families in central Texas, with a particular focus on low-income and the working poor. ACGC will apply unrestricted monies in order to cover the administrative/operating costs of the project. (See budget) After the initial year of funding, Medicaid/CHIP and private insurance reimbursements will cover the vast majority of on-going expenses in continuing this initiative to serve the community. The agency will also apply monies generated from grants and contracts toward the program in order to ensure that un-insured/under-insured Spanish speaking children have access to quality outpatient mental health services.

**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).**

The Project will not generate additional revenue for the agency. This one-time funding will allow ACGC to hire two new bilingual therapists, but the agency will be unable to bill for their services until they are enrolled and accepted by insurance panels, which should occur after Travis County HHS one year funding contract ends.

**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.**

In respect to collaboration, ACGC is currently involved in several partnerships that will serve as a source of referral for Spanish speaking families and children to locate affordable mental health care through ACGC's Center Based services. The agency currently participates in the following partnerships:

- 1.) ACGC collaborates both with Travis County Crime Victim's Fund as well as Texas State Office of the Attorney General for the Crime Victims' Recovery Project. These services help children and families recover from the psychological effects of crime, violence, and abuse. Any child or adolescent who was a victim or witness to crime or violence is eligible for treatment services at no cost. Office of the Attorney General Contact: Margie Fernandez-Prew.  
Travis County Victim Fund Contact: Teresea Goff
- 2.) Since 1996, ACGC has been a part of the Travis County Juvenile Justice Center's Probation Services. This is part of a comprehensive treatment program for juveniles having substance abuse, mental health, and juvenile delinquency behaviors. Individual, family, group, and multi-family groups are provided throughout the year. ACGC also contracts with the Travis County

Juvenile Justice Center's Sanction Center to provide multi-family group to parents and services to youth. Travis County Juvenile Probation Services: Gail Penney-Chapmond; Sanction Center: Darrell Beatty

3.) There is an ongoing relationship with Community Partners for Children (CPC) and one of the bimonthly meetings is held at the ACGC office. An ACGC clinical staff member is available for consultation and/or children's mental health services needed by the families.

CPC contact: Laura Peveto

4.) ACGC has worked with People's Community Clinic Tandem Project for over 12 years provided the mental health counseling component and consultation to the project staff working with pregnant teens receiving medical care from People's Community Clinic and services from Lifeworks and Any Baby Can. Youth participating in this collaboration have a high annual rate of having no second pregnancy which is above the national average.

People's Community Clinic Contact: Robin Rosell

5.) The Infant and Early Childhood Mental Health Training and Outreach Project (IEC) has operated in low-income child care centers for 7 years, with ACGC partnering with the UT School of Social Work and with United Way Success by Six Social and Emotional Learning Collaboration of ACGC, YWCA, and Raising Austin. Services include screening young children for mental health issues and training childcare staff and parents on the importance of identifying the very young for early intervention in a child's life.

United Way Success by Six Contact: Leah Meunier

6.) "Kids In The Middle" is a collaboration with Travis County Domestic Relations Office providing mental health services to children and families in protective order and/or difficult divorces. Travis County Domestic Relations Office Contact: Roslynn Pitre

7.) Since 2006, St. David's Foundation has helped ACGC's Children's Psychological Services Unit provide affordable psychological assessments and therapeutic treatments to low-income families encountering various barriers such as high costs for mental health treatment and long waiting lists. With St. David's Foundation Health Access Grant, ACGC provided close to 750 psychological assessments to Austin/Travis County children and adolescents over the past 6 years. St. David's Foundation Contact: Kimberly McPherson

8.) Encompassing United Way Capital Area's project to offer a wide range of support services for students and families in three of our community's highest need middle schools, ACGC's clinical staff members have been available to provide behavioral health services to students at the three target middle schools: Webb Middle School, Decker Middle School, and Mendez Middle School. United Way Middle School Initiative Contact: Laura LaFuenta

<b>11.</b>	<b>If requesting a new position(s), is office space currently available?</b>		Yes
	<b>Y/N</b>		
	<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>		
<b>Building Address</b>	N/A	<b>Floor #</b>	N/A
<b>Suite/Office #</b>		<b>Workstation #</b>	



## JUMP ON IT

### **Social Service Request for Work Session:**

JOI produces weekly events directly geared toward at-risk youth, but people of all ages, ethnic, and economic backgrounds also attend.

The entire operation is designed, operated, and maintained by community youth and young adults. By participating in the event, youth learn several business aspects including:

- project management
- business operations
- financial planning
- event planning

There is a community need to address the at-risk community of young people in Austin by providing a central location to access resources and information that reflects the need of the population. Our goal with Jump On It is to provide that access while engaging the youth in other stimulating activities.

Jump On It (JOI) proposes to provide a stable and safe environment to engage youth in positive activities every Wednesday for a 10 week time span throughout the summer. Each week life resource vendors will be providing information to the youth about the issues that the youth are faced with on a daily basis. In addition the children will be deterred from participating in non-productive activities.

Expected impact includes youth awareness of key issues that face them, calling thousands of youth to utilize the life resource services such as HIV testing, sexual education, Heart screenings, Nutrition and Bully prevention and keeping thousands of youth entertained, involved, and engaged throughout the summer to lessen the crime activity in young people tremendously.

Funding would allow for this event to in deed service an underserved and almost ignored community in the Greater Austin Community, our young people.



**FY 2013 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Jump On It	
<b>Name of Program Area: (Taken directly from applicable PB-3 Form)</b>	Youth Program	
<b>Fund/Department/Division:</b>		
<b>Amount of Request:</b>	\$50,000	
<b>Collaborating Departments/Agencies:</b>	Commissioner, Precinct 1	
<b>Contact Information (Name/Phone):</b>	Sue Spears (512) 854-4857	

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

Jump On It (JOI) provides a stable and safe environment in efforts to engage youth in positive activities every Wednesday for a 6 week time span throughout the summer.

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

To aid the at-risk community in Austin by providing a central location to access resources and information that reflects the need of the population, under the umbrella of entertainment. It relates to the mission of

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

Jump On It (JOI) was very successful in the past at Rosewood Park by bringing out 2000 + youth and their families each week while curving the teen crime rate by almost 50% during the summers of 1997 - 2002!

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

The absence of Jump On (JOI) It has put a damper on the summer and has severed a needed connection with the city's youth, public officials and law enforcement.

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

JOI has been brought back into action because there is a definite disconnect with urban youth and the "police" and collectively we need a forum such as JOI to disseminate information to the community concerning city initiatives, public official's agendas and needed support as well as job and health awareness outreach. These initiatives will be garnered under the umbrella of entertainment. The dates are Wednesdays June 19, 2013 - August 14, 2013.

**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 evaluation component will be very crucial in gauging success and assist to improve the program to deliver a bigger and better series in 2013. We will provide a survey and encourage attendees during the event to complete it, accessible via the website. Comparative analysis is not available with this series.

**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
A concert series and life resources that reflect the attendees needs	n/a	Large turnout (1000-3000)	A demand to Bring JOI back	A 10 week summer series

Administer survey	n/a	Survey respondents will report that they would attend the next year's event	1000 of attendees will respond to the brief online survey	Questions answered will determine if community Faith-based and Neighborhood Partnerships
At least 4 newspaper coverage pieces regarding JOI's success	n/a	4 Newspaper reports acclaiming JOI success	5 Newspaper reports and 2 nightly news coverage	To be respectively recognized in Austin history archives and museums
Reach 1000+ through our TV and Radio publicity	n/a	Numbers confirmed through our survey	Collaborate with local radio stations to provide event coverage and sponsorship opportunities	Will secure TV and Radio publicity

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

The impact of funding allows for direct access to build positive relations and an outreach opportunity for County initiatives to reach the identified population.

**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.**

Travis County is in need of a forum such as JOI to disseminate information to the community concerning city initiatives, public official's agendas and needed support as well as job and health awareness outreach.

**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.**

No negative impact.

**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 estimated.

**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.**

Partner with Travis County Sherriff's Department to initiate a forum were community policing initiatives are discussed and implemented to support our youth and community.

**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:**

<b>Building Address</b>		<b>Floor #</b>	
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Suite/Office #		Workstation #	
<b>12a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms, or department specific terms).</b>			
N/A			
<b>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)</b>			
Increase in the community's awareness of community initiatives such as partnerships between the community and police, inspiring an improvement to the current strained relationship.			

### COMMUNITY NEED

**Green Doors** cannot emphasize enough how needed family-focused supportive housing programs are in Travis County. In 2011, AISD identified approximately 980 homeless families, including approximately 1300 children. Further, according to AISD, there are at least 6,000 children in the district who are not housing stable. In Travis County, 39% of women aged 18-24 are living in poverty, while 24% of children younger than 5 are living below the poverty line. **Green Doors alone receives, on average, five calls per day from homeless families and women looking for housing – in June we received 58 calls for women seeking housing assistance.** Many of these women seeking shelter are fleeing domestic violence: in 2010, Texas sheltered the highest number of domestic violence survivors of any state, providing emergency shelter and transitional housing to 3,758 women. (This number represents an undercount, as only ¼ to ½ of women who experience domestic violence report their abuse.)

### GREEN DOORS' PLAN

**The Supportive Housing Program at Glen Oaks Corner is a proven model that has been successful since its inception.** The program provides permanent supportive housing to the most vulnerable families in Travis County:

- 100% of head of households have a documented mental or physical disability
- More than 80% of head of households meet the definition of “chronically homeless”; the remaining portion meets the HUD definition of “homeless”
- More than 80% of households in the program are survivors of domestic violence.

### IMPACT + OUTCOMES

At Glen Oaks Corner, Green Doors' primary resident goals are to improve, as best possible, financial and housing stability, as well as overall self-sufficiency. Having been fully occupied since the program was launched 2008, 92% of Glen Oaks Corner's residents have remained in or transitioned to safe and stable housing and 100% of residents have maintained or increased their income. During the last calendar year, 83% of participants in the program maintained safe and stable housing, and 100% of participants utilized provided case management and supportive services. Further, Green Doors is collecting data regarding the impact of life enrichment expansions for the children in the community. **Green Doors predicts that the program will maintain these successful outcomes for the foreseeable future.**

Any relevant changes in funding that create or exacerbate the problem you hope to address?

With the funding cuts that Green Doors has experienced, we may have to cut back on the supportive services for GOC residents. As the model is based on providing targeted supportive services with permanent housing, this change could drastically lower our success rate in transitioning disabled parents from homelessness to stable housing.

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	Green Doors Permanent Supportive Housing Program at Glen Oaks Corner
<b>Fund/Department/Division:</b>	Health and Human Services and Veterans Service
<b>Total Amount Requested:</b>	\$20,000
<b>Collaborating Departments/Agencies:</b>	SafePlace, Communities in Schools, Sustainable Food Center
<b>Contact Information (Name/Phone):</b>	Frank Fernandez, 512-469-9130

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

Green Doors, a current Travis County contract awardee, respectfully seeks additional funding for its Supportive Housing Program at Glen Oaks Corner, a proven permanent supportive housing program for formerly homeless, disabled single-parents and their children.

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

Green Doors seeks to increase its current Travis County Health and Human Services and Veterans Service contract to partially restore a loss of \$35,000 in City of Austin resources that, if left unfunded, would have a potentially negative impact on the vulnerable families served at Glen Oaks Corner, a permanent supportive housing project targeted to homeless single-parent families where the head of household has a disabling condition. The requested funds (\$20,000) would be used towards program operational support, consistent with how current Travis County funds are expended for the project.

The Glen Oaks Corner project directly addresses the department's mission to "...optimize self-sufficiency for families and individuals in safe and healthy communities." At Glen Oaks Corner, Green Doors' primary resident goals are to improve, as best possible, financial and housing stability, as well as overall self-sufficiency. Moreover, Glen Oaks Corner serves some of the most vulnerable families in Travis County. The resident demographic information provided below highlights this fact.

- 100% of head of households have a documented mental or physical disability
- More than 80% of head of households meet the definition of "chronically homeless"; the remaining portion meets the HUD definition of "homeless"
- More than 80% of households in the program are survivors of domestic violence.

Additionally, Glen Oaks Corner embodies well the County's desire to serve families in safe and healthy communities. Glen Oaks Corner was completed in the fall of 2008 and received a five-star green rating for its energy efficiency and green building practices. Its single-family homes

are clustered in a residential neighborhood. The houses and yards are well maintained and blend unobtrusively in their neighborhood. All homes are fully furnished and contain a washer and dryer, making laundry easy for all residents. The organization also provides residents with a weekly food pantry, community garden, and outdoor playground area.

Green Doors serves over 20 vulnerable individuals (adults and children) annually at Glen Oaks Corner.

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

Green Doors cannot emphasize enough how needed family-focused supportive housing programs like Glen Oaks Corner are in Travis County. In 2011, AISD identified approximately 980 homeless families, including approximately 1300 children. Further, according to AISD, there are at least 6,000 children in the district who are not housing stable. In Travis County, 39% of women aged 18-24 are living in poverty, while 24% of children younger than 5 are living below the poverty line. **Green Doors alone receives five calls per day from homeless families and women looking for housing.**

The Supportive Housing Program at Glen Oaks Corner is a proven model that has been successful since its inception. Having been fully occupied since the program was launched 2008, 92% of Glen Oaks Corner's residents have remained in or transitioned to safe and stable housing and 100% of residents have maintained or increased their income.

Additionally, Travis County's proposed increased investment will be highly leveraged by other funding sources, including HUD SHP funds, Texas State Affordable Housing Corp support, as well as unrestricted Green Doors' funds.

The requested funds would enable Green Doors to continue operating a proven permanent supportive housing project that serves a highly vulnerable group in community – homeless, disabled single moms with kids.

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

Green Doors cannot think of any negative results that would arise from Travis County funding this request. Rather, the funding would improve the lives of at least 20 of Travis County's neediest residents.

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

By partially restoring the loss of funding, Green Doors anticipates that the requested funding from Travis County will allow the organization to continue serving the residents of Glen Oaks Corner successfully. These six disabled single mothers and their 14 children would otherwise be homeless but for this program. The requested funding will go directly to operating costs.

Further, Green Doors anticipates that the proposed contract timeline would mirror Green Doors' existing 12-month Travis County contract.

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

Green Doors proposes to use the same performance metrics currently used for its existing Travis County contract. These metrics include:

- Number of unduplicated clients served
- Number of unduplicated clients who access provided supportive services
- Number of clients who obtain and remain in safe and stable housing
- Total number of unduplicated clients who participate in the housing programs
- Percentage of unduplicated clients who obtained and/or remained in safe and stable housing

Additionally, Green Doors tracks demographic information on all residents, such as race, ethnicity, age, and income status, among others.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY* Measure at Target Level	Projected FY* Measure with Added Funding
Number of unduplicated clients served	2	2	2	4
Number of unduplicated clients who access provided support services	2	2	2	4
Number of unduplicated clients who remain in safe and stable permanent housing	2	2	2	4
Total number of unduplicated clients who participate in the housing program	2	2	2	4
Percentage of unduplicated clients who remained and/or transitioned to safe and stable permanent housing	83%	83%	83%	83%

\*Note: Projected measures (at target level, or current funding, and with added funding) represent Travis County's proportionate funding share of the project at current and "added" funding levels.

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

By increasing its investment at Glen Oaks Corner, Travis County will ensure that Green Doors' supportive housing program sustains its current high level of success, now four years running.

Green Doors provides each Glen Oaks Corner resident with the following:

- Housing unit (via cottage home provided) – each family enrolled occupies one of the cottage homes and may remain in the dwelling for as long as they remain compliant with the lease and case management goals.
- Physical upkeep of the properties and Green Doors pays for liability insurance and all utilities for each unit. The sites are properly maintained and inspected quarterly for health and safety issues, such as smoke detector/fire equipment operation, and proper housekeeping.
- Case management – Each family receives regular visits (at least monthly) from their case manager to ensure that residents are receiving access to appropriate supportive services.
- Access to Green Doors’ food pantry and clothes closet.

During the last calendar year, 83% of participants in the program maintained safe and stable housing and 100% of participants utilized provided case management and supportive services. Further, Green Doors is collecting data regarding the impact of life enrichment expansions for the children in the community.

Ultimately, Green Doors’ primary metric for Glen Oaks Corner is keeping the parents in the program safely and stably housed – whether at Glen Oaks Corner or transitioning to other safe and stable housing. Green Doors is proud to report that only 2 adults have negatively transitioned out of the program since it opened in 2008. The organization believes this statistic speaks volumes to the impact that this housing has for the vulnerable families we serve at Glen Oaks Corner.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

Green Doors is committed to serving the vulnerable women and children who reside at Glen Oaks Corner to the best of the organization’s ability, no matter the cuts in funding experienced. That said, there is no fat to be trimmed in this program: every dollar is accounted for and applied directly in support of residents while they are on their paths to self-sufficiency. Not funding this request would put a strain on the organization’s current resources, causing Green Doors to utilize staff and resources to make up the difference in fundraising efforts elsewhere.

**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.**

Green Doors will leverage the additional Travis County funds requested with other funding sources. These sources include:

- HUD SHP (Department of Housing and Urban Development’s Supportive Housing Program) – provides operational funding for Glen Oaks Corner;
- TSAHC (Texas State Affordable Housing Corporation) – provides funding for supportive services;
- Supportive Service Partners (SafePlace & Communities in Schools) – provide direct case management to Glen Oaks Corner residents;
- Resident Rental Fees – All residents are required to pay 30% of their adjusted gross monthly income; this amount will vary (typically from \$0 to \$250) but is important because it is an integral part of helping residents move to self-sufficiency; and



- Green Doors – provides unrestricted funds to supplement existing funding.

**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.**

Given the dramatic need for housing and services for homeless families, and the lack of resources to adequately address this need, collaboration is critical to maximizing positive impact for Green Doors’ residents. Since Glen Oaks Corner opened, Green Doors has leveraged the program’s resources by collaborating with qualified social service partners to provide targeted case management, as needed, for individual residents. These partners have included SafePlace and Communities in Schools. In addition, Green Doors has conducted outreach through the U.S. Department of Veteran Affairs, Any Baby Can, AIDS Services of Austin, Foundation Communities, and Austin-Travis County Integral Care.

Current active supportive service partners (and their points of contact) are as follows:

Shellie Birdsell, SafePlace  
 Claudia Thompson, SafePlace  
 Terese Rognmo, SafePlace  
 Laura Asberry, Communities in Schools

The case management services provided by these partners include:

- Assessment and individual counseling; meeting regularly with case manager;
- Referral to substance abuse and detoxification treatment centers (including residential and outpatient treatment);
- Development of an ongoing service (success) plan, provision of individual counseling and progress evaluation determinations,
- Referral to other social service agencies for appropriate services and follow up on referrals;
- Classes designed to improve independent living skills are offered: life skills, job readiness, money management, conflict resolution, and decision-making;
- Helping clients overcome barriers and transition to permanent living by encouraging saving for emergencies and making on-time payment of rent to build a positive rental history; and
- Other supportive services provided may include such items as financial assistance with rent, utilities, clothing, and food.

**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:**

<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	



The Arc of the Capital Area is requesting \$15,000.00 from Travis County to support case management and guardianship services for parents and caretakers of people with intellectual and developmental disabilities. This proposal seeks to address this unmet need for community members in Travis County by providing family members who would otherwise be unable to afford this provision an opportunity to become guardians of their loved ones while receiving critical case management services during and after this very significant transition of responsibility. A summary of our request is as follows:

The Arc's request addresses a Community Need for Populations with Specialized Needs in the Disability category. The ability for caretakers of persons with disabilities to assist with decision making for their incapacitated loved ones as they reach adulthood, including decisions for medical care, and other basic yet critical needs, is lawfully dependent on court awarded authority or guardianship. Many families are financially unable to afford the legal fees required to obtain guardianship and are attracted to The Arc as an option. The Arc's program is supported by Travis County Probate Court No. 1 with final determinations made by Judge, Guy Herman.

In this process The Arc addresses a significant community need by providing case management services including a series of preparatory meetings and completion of court required documents for persons seeking guardianship. Attorneys assist in this process with pro-bono legal counsel to assure that proficiencies are met. The Arc provides staff to facilitate this process including organizing and administering all documents with a series of workshops to guide participants through the necessary steps. The Arc routinely monitors the participants to assure that their needs for their family members with disabilities are being met.

Impacts and outcomes with The Arc's proposal for persons with intellectual and developmental disabilities and their families include successful guardianship planning with appropriate legal preparation and resulting in a more safe, secure, orderly and appropriate future for these community members. An inherent outcome will be realized with parents and caretakers achieving guardianship of their family member and the legal authority to prevent placement of their family member into State custody and institutions.

Funding changes affecting The Arc and impacting services intended to meet the needs of community members with specialized needs include a trend of decreased contributions from corporations, individuals and foundations. Individuals who otherwise might be able to afford private counsel to pursue this service are impacted with a loss of their employment and by the economy.

Your approval for Travis County funding for this vital community service provided by The Arc of the Capital Area will be greatly appreciated. Thank you for your consideration.

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	
<b>Fund/Department/Division:</b>	
<b>Total Amount Requested:</b>	\$15,000.00
<b>Collaborating Departments/Agencies:</b>	The Arc of the Capital Area
<b>Contact Information (Name/Phone):</b>	Susan Eason, Executive Director, 512-476-7044

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

The Arc of the Capital Area is requesting \$15,000.00 from Travis County to support case management and guardianship services for parents and caretakers of people with intellectual and developmental disabilities. This proposal seeks to address this unmet need for community members in Travis County with intellectual and developmental disabilities and for their families. This funding will provide family members who would otherwise be unable to afford this provision an opportunity to become guardians of their loved ones and case management services during and after this very significant transition of responsibility.

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

The Arc serves individuals with developmental disabilities (autism, mental retardation, cerebral palsy, Down syndrome, etc.) and their families. These parents and / or caregivers have limited control for making essential decisions for their loved ones once they become adults, including housing, medical, and financial needs. Without The Arc's guardianship service, many of these families lack financial resources to obtain the legal authority to provide this assistance once their loved one with a disability ages to adulthood.

The Arc's mission is to provide personalized, community-based services that improve the quality of life for individuals with intellectual and developmental disabilities, and their caregivers. The funding requested will enhance these services with provisions to these families including case management prior to and following guardianship awards.

**Under the scope of The Arc's Guardianship program, The Arc currently:**

- Provides scheduled group and individual orientation sessions to educate parents/caregivers of their legal rights, responsibilities and resources related to guardianship.
- Assists program participants who are seeking to obtain court awarded guardianship by completing the guardianship forms and documentation required by the Court.
- Prepares participants for appearances before the Court and for the Court's review of their application for guardianship.

- Attends hearings with families at Travis County probate court each May.
- Coordinates and provides the guardianship activity schedules and services with the support of local attorneys providing pro-bono assistance and with the support of Judge Guy Herman at Travis County Probate Court #1.

**In addition to these services, funding realized with this request will enable The Arc to provide case management services to program participants to include:**

- Assisting parents and caretakers with determining resources needed for their family member with a disability.
- Assisting parents and caretakers with preparations for their family member's transition into adulthood, including socialization options.
- Linking parents and caretakers with support groups.
- Assisting families with supports and resources for unexpected crisis affecting their loved one with a disability.

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

As dependents with intellectual and developmental disabilities and their parents/caregivers age, the need for guardianship is a growing and important need— a need that The Arc of Capital Area proposes to meet with help from Travis County. The goal of the Guardianship Program is to ensure that families have legal guardianship plans in place for their dependent with intellectual/developmental disabilities. In addition, these families require more essential and continued case management in order to adequately plan for their family member's transitions and future care.

The Guardianship Program is a benefit to the community because it better enables Travis County to get in step with the nationwide trend of de-institutionalization, community integration, and "Person Centered Planning," for children/adults with intellectual/developmental disabilities – a trend focused on appropriate legal preparation, tax savings, and a safer, secure, orderly and appropriate future for those citizens. The benefits of this program also go beyond the boundaries of Travis County. When Guardianship Program participants, parents/caregivers achieve guardianship of their family member with intellectual and developmental disabilities, they gain the legal authority to prevent placement of their family member into State custody and institutions. In 2009, the US Dept. of Justice found widespread civil rights violations across all 13 Texas institutions and years of media reports about abuse and neglect inside the facilities have, sadly, been substantiated. Guardianship enables Texas to prevent the institutionalization of children and adults with intellectual and developmental disabilities, which will save state tax dollars, and provide a safer, secure, and appropriate future for those Texas citizens.

Inherent with this parental and civic responsibility for caring for people who are developmentally disabled is a need for case management services essential to meet the needs of this population and their families as proposed with this funding request.

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

Without this service, families in Travis County with an aging family member with an intellectual and developmental disability will have no decision making authority for their child's future needs after reaching adulthood, including medical, housing, and financial decisions. There is an increased potential for this vulnerable population to be placed under State control and into institutions, without the input of caring and supportive family members. Arguing against this proposal is an assumption that there are no needs for addressing the lifelong transitions that families of people with disabilities encounter and that provisions are in place to satisfy their quality of life, when in fact they are not.

Absent of professional case management assistance as proposed with this request, families are often unaware or unable to locate or facilitate needed resources to assure a suitable quality of life for their disabled loved one with a disability.

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

Case management assistance for guardianships occurs routinely through each year. The Arc's workshops currently start each September for clients seeking court awarded guardianships. In this process, The Arc provides case management services to assist clients with resources and special assistance for their guardianship preparations leading up to and following guardianship awards. The case management provisions ensure that family needs are assessed throughout and after the process and don't abruptly end after guardianship is awarded.

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

The Arc of the Capital Area's Guardianship Program will be measured from a combination of our program records, our case-management tracking system, client surveys and interviews. Specific outcomes will include the number of participants in the program who will receive case management support for guardianship of their Ward (incapacitated family member), the percentage of participants completing the program who will report that they are more prepared to care for their incapacitated family member and the percentage of participants receiving guardianship awards by the courts. There are no known similar local programs providing these services to this community group.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
Unduplicated number of participants enrolled in The Arc Guardianship services.			17	22-25
Percentage of applicants presented to the Court for guardianship resulting with Court approved guardianship.			80%	100%
Percentage of families participating in The Arc Guardianship program who will receive case management support for guardianship of their Ward (disabled / incapacitated family member)			80%	80%
Percentage of families completing The Arc Guardianship program who will report that they are more prepared to care for their incapacitated family member			80%	80%

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

The Arc has an existing Guardianship service. This proposal will provide additional levels of service for unmet client needs associated with guardianship planning, preparations, outcomes, and case management. An increased number of persons seeking guardianship will realize much needed guidance for complications inherent with their guardianship. The Arc has existing services for clients receiving disability medical assistance and disability services provided by a State Medicaid waiver program. There is, however, a State imposed waiting list for clients requesting these services. This proposal will provide additional levels of services for unmet needs to families of clients seeking legal authorizations for decisions affecting the quality of life for their incapacitated family members. The Arc provides existing services for clients who have developmental disabilities and who are in school. These families and clients however, have limited services and supports available after their formal education is completed, including provisions for obtaining guardianship to assist with their transition out of formal schooling and into their early adult hood.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

Without additional funding, outcomes for community based services to people with disabilities and to their families will be impacted by a continuation of gaps in services identified with limited transitioning alternatives and supports. Families with no available supports when their child with disabilities ages out of their formal schooling will continue to face economic hardships because of their need to leave their employment or decrease their work hours in order to stay home and care for their child. Families will continue to be underprepared for financial assistance and

benefits to sustain a desirable quality of life for their child with a disability as they become adults. Families seeking guardianship will be unable to afford the traditional cost for this services that could range from \$3000 to \$6000.

**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.**

Participants of this program currently pay fees totaling \$520.00 per participant. In addition, this program currently receives internal resources from contributions. Donations are used as needed to sustain this program. Efforts for potential resources from grant applications not yet awarded will be continued. Such resources however are unpredictable.

**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 program generates additional revenue through participant fees of \$500.00 for services provided and a \$20.00 membership fee per participant.

**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.**

The Arc Guardianship program is unique in that it provides this service to persons seeking to have court awarded guardianship of their "Wards" who are incapacitated and who have intellectual and developmental disabilities. There are no known departments or agencies that provide a similar service for this particular population.

**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:**

<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	



THE OVERTON GROUP  
Social Service Request Work Session

Item #1. The community need your proposal addresses:

“Learning a language opens the door to learning more about other cultures and societies, giving learners a leg-up when dealing with multinational corporations.” There are many reasons to encourage language study, especially in the business sector where there is a clear need for people who speak Spanish. “Studies have shown repeatedly that foreign language learning increased critical thinking skills, creativity and flexibility of mind in young children.” The increase Spanish population of Spanish speakers in the Austin area, who are becoming bilingual, has increased the need for the non-Spanish speakers to learn the Spanish language to help support their communication skills and marketability.

ITEM #2.

The Overton Group will conduct a one-year pilot program using the one teacher and aide model--one teacher conducts class three days per week (1.5 hr per day) using music, art, games and other visual aids while teaching Spanish. The aide will spend 3 hrs per day; four days per week with the students as a language reinforcer. Students will be pre-tested and post-tested using the curriculum test to assist in the evaluation. Our findings will be shared with the center on designated timelines. Based on our findings from test results revealing students' growth, the center will be able to elevate their rankings in the competitive business of day care centers

ITEM #3.

The Overton Group would like for you to imagine a world without the darkness of racial and cultural tension; a world where children of different cultural backgrounds and languages become friends. This group of students later becomes a unified group of adults who continue to share in our vision and work towards a world without prejudice, stereotypes, racism and discrimination. We further believe (in line with research) that in order for multilingual/multicultural schools to be academically successful, students need to befriend one another and learn about each others languages and cultures, which contributes to their feeling of value in schools.

ITEM #4.

The vision of The Overton Group in promoting this “*Spanish Language Instruction and Cultural Exchange Program*” in day care centers is to develop a scaffolding structure for learning Spanish through elementary and middle schools which have a base for funding through their Afterschool Program Grants; however, most day care centers do not have that funding stability for our program. Therefore, until The Overton Group can obtain a strong base for funding, any major changes in its current allocations would render delays in obtaining promotional data for future program growth.

## **The Overton Group . . . Español For All**

The Overton Group, is a 501 © (3) non-profit organization founded in Austin, Texas in 2007 by Roscoe Overton, Sr. The group initiated a program to teach English speaking students Spanish and all students literacy skills in both languages. Stephen L. Jackson & Associates was contracted to develop the HILO™ Curriculum (Harmonious Intervention through Language Opportunities) for pre-k and elementary school classrooms--it may be described as "*A Spanish Language Instruction and Cultural Exchange Program.*" It was recognized by the Overton Group Advisory Board that English is the international language, but students who are limited to English only could be at a major disadvantage in a global economy when competing for jobs in the U.S., and especially Texas and other states with large Spanish-speaking communities.

The vision for this project came while Roscoe was serving as guest teacher at several middle schools during the 2005 School Year. He recognized the tension between certain groups of students. Much of the tension appeared to be caused by the inability of one group to understand the other because of language differences. During several lunch periods, he asked some non-Spanish speaking students if they had the opportunity to learn another language which language would they choose, and in each case all stated Spanish and instruction should begin in kindergarten.

To implement this program the Overton Group works in consultation with Deborah Palmer, PhD, an assistant professor in the Department of Curriculum and Instruction at the University of Texas. They concluded that more than one language enables two cultures to learn more about each other, and build better understanding within their communities, where these students later become a unified group of adults who continue to share understanding and work toward a world without prejudice, stereotypes, racism and discrimination.

Today the Overton Group addresses this language learning approach through the Afterschool Network on five AISD campuses: Galindo, Overton, Winn, and Wooten elementary schools, as well as in the Victory Tutoring program at the Walnut Creek Library. These after-school activities bring students of diverse language communities together to learn Spanish and English literacy through music, art and games.

A Research Brief in the Harcourt Archives, 2004, states: "without early intervention and prevention, children who are at risk of falling behind will likely fall behind and remain. Children who have the potential to fall behind may need entirely different kinds of learning experiences that extend beyond traditional instruction." The HILO™ Curriculum can adapt to high-risk children who may need wider flexibility in teaching techniques.

-30-

Contact: Roscoe Overton, Sr., (512) 470-4334, [rosoverton@grandecom.net](mailto:rosoverton@grandecom.net)

## **REQUEST FOR NEW INVESTMENT FROM TRAVIS COUNTY CASE MANAGER ASSISTANT (ASA)**

### **1. The community need your proposal addresses**

Integrating Case Manager Assistants, from backgrounds similar to those of the client, as part of the team comprised of the case manager, medical nutrition therapist, and dental staff, is needed to deliver comprehensive, cost-effective services for women with HIV. This approach is more cost-effective because paraprofessionals will help clients with basic tasks and clients will complete case management service plan goals more quickly due to the extra support and follow-up.

Offering case manager assistants to women was created as a response to the identified need among the HIV positive women in the Women Rising Project (WRP). Based on client feedback through survey evaluation tools, WRP found that women were reporting the following barriers to accessing medical services: lack of health literacy and need for “translation” at doctor’s visits, fear and intimidation due to predominantly male doctors, lack of transportation, and anxiety around gynecological and other health care appointments.

### **2. What you propose to do and how it addresses the need described in #1**

Integrating Case Manager Assistants from backgrounds similar to those of the client as part of the team serving women with HIV will:

- expedite client linkage to services which promotes self-sufficiency
- appropriately utilize the skills of professional case managers to focus on intervening with mental health and substance abuse issues and building self-sufficiency skills with clients
- provide women with accompaniment to appointments and help them with completing applications and delivering medications
- provide more frequent follow-up with clients on referrals related to service plan goals
- serve as a role model for successful self disease management
- help facilitate open and effective communication between the client and the case manager
- promote the building of trusting relationships between the client and health/social service providers to achieve health outcomes

The current request is for one 0.5FTE Case Manager Assistant position to primarily target women with HIV. As the program has been implemented, the team has documented that there is a need to have a staff person who is available five days per week so that clients have consistent coverage for their needs and requests.

### **3. The expected impacts/outcomes your proposal is intended to create**

- Consistent client adherence to medical and social service appointments
- Improvement in client self disease management
- Increased achievement of tasks in client service plan goals

ASA is revising the request to \$32,950 due to changes in the funding landscape for this service.

### **4. Any relevant changes in funding that create or exacerbate the problem you hope to address**

Funding for the Case Manager Assistant that targets specialized services to women was exhausted in August of 2011. The City of Austin has assisted with temporary funding that is likely to be shifted to support of a housing program. The agency is currently evaluating whether to continue the case manager assistant programming targeted to women.

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	ASA Case Manager Assistant
<b>Fund/Department/Division:</b>	
<b>Total Amount Requested:</b>	\$69,750
<b>Collaborating Departments/Agencies:</b>	
<b>Contact Information (Name/Phone):</b>	Britt Riss, 512-406-6106

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

Paraprofessional Case Management Assistants who are reflective of the background and ethnicity of clients:

- Provide assistance and support in linking clients to and retaining clients in primary HIV medical care.
- Provide intensive assistance and support in obtaining social, community, legal, financial, and other needed services.
- Help link clients to Medical and Psychosocial Case Management
- Collaborate with Case Managers to facilitate linking to services and client achievement of service plan goals

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

The current request is for 1.5 Case Manager Assistant positions. In 2012, Ryan White Part A reduced the funding for this service category from 1.8 direct service FTEs to .7 FTEs. Funding for the .35 Case Manager Assistant/Advocate that targets specialized services to women only was exhausted in August of 2011. The agency is currently evaluating whether to continue the women's programming.

Case management, including intervention by case managers and case manager assistants, is a core service for ASA, directly addressing the agency's mission to enhance the health and well-being of the community and people affected by HIV and AIDS. Case management is an effective model for assisting persons who have difficulty accessing or remaining in primary medical care and for delivering and coordinating HIV and other supportive services.

ASA has provided MAI client advocacy (also known as case management assistant) services since 2003. The agency has a long and successful history of offering client advocacy where outcomes relating to linking clients to medical care and case management services have always been met.

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

Including Case Manager Assistants in the team working with the client:

- expedites client linkage to services which promotes self-sufficiency

- appropriately utilizes the skills of professional case managers so they focus more on intervening with mental health and substance abuse issues and building self-sufficiency skills with clients
- provides more frequent follow-up with clients on referrals related to service plan goals that decreases client time in case management so more clients can be served
- serves as a role model for successful self disease management
- helps facilitate more open and effective communication between the client and the assigned case manager
- promotes the building of trusting relationships between the client and health/social service providers to achieve health outcomes

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

None

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

- Consistent adherence to medical and social service appointments.
- Increased achievement of service plan goals.
- Improvement in client self disease management.
- Timeline for output and outcome results for to be served will be that they meet performance measures within nine months, 12 months or 18 months of program participation.

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

AIDS Services of Austin (ASA) tracks progress on the total number of unduplicated clients served, units of service delivered, and achievement of outcome goals through the reporting feature of the Provide Enterprise<sup>®</sup> electronic client database. On a monthly and quarterly basis, supervisors analyze the data to determine if outputs and outcomes, respectively, are within a 10 percent variance of the elapsed period of the grant cycle. If not, supervisors determine reasons that program goals are not being met and develop plans to address the situation including staff training, closer staff supervision, or increased follow-up on medical/social service referrals. Supervisors also note trends in performance measures with emphasis on clients who do not meet outcome goals and develop appropriate quality management activities or document the reasons for such exceptions.

Supervisors will use the service-specific client satisfaction survey to obtain data using client input on satisfaction with services provided. Supervisors review survey results including qualitative data at the program area, Quality Management Guidance Team, and the Program Services Committee meetings. With input from these various teams, supervisors use suggestions from the survey to identify problems and/or concerns and implement quality improvement activities including service delivery changes when possible.

This does not include an independent evaluation component. The agency will compare data with clients with similar intensive needs who only receive professional level case management services.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
Units of Service	2835	4016	2835	6851
Unduplicated Clients	58	83	58	141
Linking to primary medical care	80%	80%	80%	80%
Linking to case management services	75%	75%	75%	75%
Retention in primary medical care	80%	80%	80%	80%
Improved ability to manage health	80%	80%	80%	80%

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

- Increase in numbers of clients served
- Increase in clients meeting service plan goals
- More successful linkage/retention in primary medical care
- Increase in number of clients reporting an improved ability to manage their health.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

Only 40 clients in need of more intensive interventions will receive services from a case manager assistant in 2012/13. The program for specialized services for women will end unless other funding sources are found. Clients will remain in case management longer and women will decrease adherence to women's health appointments, drop out of care, retreat into isolation and face increased difficulty in progress toward self disease management..

**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 proposal will allow the agency to use current funding more efficiently so that staff with this expertise will continue to provide services. It also expands greatly the number of clients in need of this level of intervention who will receive it. With this more intensive intervention, less

clients will successfully overcome barriers to achieving service plan and self-sufficiency goals. Case management services will be delivered more efficiently and effectively. In the long run, more clients will be 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).**

No revenue is generated by clients. As Case Manager Assistants successfully help clients access primary medical care and benefit programs such as Medicare, Medicaid, and AIDS Drug Assistance Program/Texas Department of Health and Human Services, Travis County costs for expensive client emergency room visits and hospitalizations should be reduced.

**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 with be discussed with CommUnity Care at David Powell Clinic who receive Ryan White funding to provide primary HIV medical care and to assist with costs of medications. The proposed services should increase the number of clients/patients who adhere to the medical appointments and to their medical goals and the number of clinic clients served annually.

The contact person is Deborah Lowndes, 512-978-9100.

<b>11.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>	<b>Y</b>
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	<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>	
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<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	

## REQUEST FOR NEW INVESTMENT FROM TRAVIS COUNTY FOOD BANK (ASA)

### 1. The community need your proposal addresses:

Access to nutritional foods is an essential service provided by ASA for people living with HIV and AIDS. A 2004 HRSA position paper states that nutritional status is strongly predictive of survival and functional status among persons with HIV. Nutritional problems may occur at any stage of HIV disease and contribute to impaired immune response, accelerate disease progression, increase the frequency and severity of opportunistic infections, and impede the effectiveness of medications. Having access to nutritional foods has a positive impact on morbidity, mortality, and quality of life. Proper nutrition is instrumental in enhancing health and preventing general and opportunistic infections, involuntary weight loss, muscle wasting, and decline and deterioration of health status.

### 2. What you propose to do and how it addresses the need described in #1:

ASA's Helping Hands Food Bank is requesting \$20,000 to:

1. Offer nutritional products that enable low-income HIV positive persons to improve or maintain their health; and,
2. Provide quality nutrition that meets the dietary health needs of people with HIV through products that supplement other food sources.

These activities are in line with Travis County's mission to support programs that prevent disease. By increasing resources ASA will be able to continue purchasing high quality and nutritious food. ASA's Food Bank program is instrumental in keeping HIV-positive individuals healthy and in health care and preventing HIV disease progression. Additionally, HIV-positive individuals are able to access other programs to maintain their health and maintain adherence to their life-saving medications. Currently, Travis County provides funding to support ASA's Helping Hands Food Bank in the amount of \$62,500, representing 23% of the total expenses for this program that serves 445 unduplicated clients each year.

### 3. The expected impacts/outcomes your proposal is intended to create

The expanded investment of \$20,000 would help the program to sustain its services and accommodate new clients entering the program. \$20,000 would continue services for 24 clients and allow six new clients to enroll in services. These clients would receive 526 units of services. Each unit of service is equal to an allotment of 10 days of food. The expected client impact will include: 80% of clients surveyed will indicate satisfaction with food bank services and 100% of clients will receive ten days of 100% of the daily protein recommended for individuals with HIV with each food allotment.

### 4. Any relevant changes in funding that create or exacerbate the problem you hope to address

AIDS Services of Austin currently contributes \$135,000 (approximately 50 percent of the total expenses for this program) from general fundraising. The agency is facing a decrease of \$85,000 in 2012 for funding for oral health care services in the Jack Sansing Dental Clinic. Consequently, it is extremely likely that there will be a \$40,000 decrease in ASA general funds allocations to Food Bank services in an effort to diminish the impact of funding decreases for the Dental Clinic. A cut of this size will result in serving less persons and instituting a wait list for individuals with HIV wishing to enroll in services that have critical needs to maintain a healthy nutritional status. The program is already restricted to HIV-positive individuals that have symptoms of HIV disease and are at or below 150% of the Federal Poverty Level.



**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	
<b>Fund/Department/Division:</b>	AIDS Services of Austin Helping Hands Food Bank
<b>Total Amount Requested:</b>	\$20,000
<b>Collaborating Departments/Agencies:</b>	
<b>Contact Information (Name/Phone):</b>	Britt Riss, 512-406-6106

<b>1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.</b>
Funding is needed to meet the increased need of people with HIV and AIDS who are at risk of declining health due to their inability to take in adequate food and nutrients. Additionally, with the rise of food costs coupled with the increased demand for services, additional funding is critical to both maintaining the health of HIV positive individuals and retaining them in healthcare.
<b>2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.</b>
<p>ASA's Helping Hands Food Bank is requesting \$20,000 to:</p> <ol style="list-style-type: none"> <li>1. Offer nutritional products that enable low-income HIV positive persons to improve or maintain their health; and,</li> <li>2. Provide quality nutrition that meets the dietary health needs of people with HIV through products that supplement other food sources.</li> </ol> <p>These activities are in line with Travis County's mission to support programs that prevent disease. By increasing resources we will be able to continue purchasing high quality and nutritious food. ASA's Food Bank program is instrumental in keeping HIV positive individuals healthy and in healthcare and preventing HIV disease progression. Additionally, HIV positive individuals are able to access other programs to maintain their health and maintain adherence to their life-saving medications.</p> <p>Currently, Travis County provides funding to support ASA's Helping Hands Food Bank in the amount of \$62,500, representing 25% of the total expenses for this program that serves 445 unduplicated clients each year.</p>
<b>3a. Pros: Describe the arguments in favor of this proposal.</b>
Nutritious food is essential to HIV positive individuals living healthily and maintaining their HIV medication adherence. The funding is necessary to support supplemental food sources for clients accessing the Food Bank as to be qualified for services, clients have to be HIV symptomatic and at or below 150% of the Federal Poverty Level.
<b>3b. Cons: Describe the arguments against this proposal.</b>
The increased amount of funding may not be sustainable from one year to the next.

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

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

The Deputy Director and the Food and Nutrition Services Manager evaluate the program's performance in achieving goals and meeting standards of care by analyzing results from outcome and output measures data, the agency client satisfaction survey, and client feedback tools. Note that client satisfaction survey results will be reported in Q3 for the previous Ryan White Part A (03/01/11 – 02/28/12) contract year. Based on the data, program supervisors and staff assess the effectiveness of food bank activities, compliance with standards of care, client satisfaction with services and the structure of service delivery. In terms of client intake and eligibility for Food Bank services, case management supervisors review 100% of client intakes and 20% of files on clients served during the grant cycle to evaluate pertinent activities. Any deficiencies in delivering services or lack of compliance of the standards require development of a plan of correction with timelines for correction. Supervisors work with staff to develop a plan of correction based on results of file reviews within 15 working days of the file review. Staff has ten working days to implement corrections.

There is not a comparative analysis of similar local programs as ASA's program is the only serving the specialized nutritional needs of HIV positive individuals.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
Total number of unduplicated clients served	115	138		
Total number of units (unit of service equals food and hygiene products) delivered to unduplicated clients	1,250	1,776		
Number of clients reporting satisfaction with service (numerator)	18	22		
Number of clients completing survey (denominator)	23	28		
Percentage of clients surveyed who report satisfaction with quality of services (outcome rate)	78%	79%		

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

Increased funding will support the delivery of services to provide nutritional food to HIV positive individuals.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

Lack of funding will result in serving less persons and possibly instituting a wait list for individuals needing this service. This program is already restricted to HIV positive individuals that have documented symptoms of HIV disease and are at or below 150% of the Federal Poverty Level (FPL).

**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.**

AIDS Services of Austin uses the following resources to leverage support from Travis County: Ryan White Part A Funding (\$61,500) –competitive every 3 years; Private Fundraising (\$124,538). With the continued impact of the economy, private fundraising from both foundations and individuals has been stagnant or declining. The increase of \$20,000 requested would help the program sustain its services while accommodating the increased need of new clients entering the program.

**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).**

Not Applicable.

**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.**

AIDS Services of Austin participates in collaborations at both the programmatic and agency level to support food bank services. Local partnerships promoting advocacy and education include the Sustainable Food Center Collaborative (organic food gardening, relationships with area farmers, interactive cooking classes and nutrition education), Urban Roots (working to nourish East Austin residents who currently have limited access to healthy foods), the Capital Area Food Bank (provides food and grocery products to partner agencies), and Community Action Network (create a healthy, safe, educated, just and compassionate community). ASA also contributes to local Poverty Awareness publications. On a national level, ASA is a member of the Association of Nutrition Services Agency (ANSA). Through ANSA, ASA responds to advocacy action alerts at the federal level to ensure funds continue to support the provision of food and nutrition services for people living with HIV and AIDS (PLWH/A) including through the Ryan White Program.

ASA works with local organizations to meet the complex nutritional needs of PLWH/A. The agency obtains food from its partnership with the Capital Area Food Bank at a nominal fee, saving the agency about \$1,000 each month on items such as packaged protein, canned foods and personal/household hygiene items. In partnership with Urban Roots, ASA receives free fresh organic produce during spring and summer months. ASA purchases quality fruits, nuts, and vegetables from local fresh produce distributors at retail prices year round.

In June 2009, ASA began partnering with the Wright House Wellness Center to provide Food and Nutrition Services to 48 unduplicated clients of that agency. Wright House contracts with ASA to purchase and distribute food to their clients during regular Food Bank hours. Wright House manages administration and reimburses ASA for the cost of food delivered to their clients. Overall, the collaboration is beneficial because Wright House clients who are at risk for malnutrition, mal-absorption of nutrients, and obesity are referred directly into Medical Nutrition Therapy through the Food Bank for nutritional intervention.

11.	<b>If requesting a new position(s), is office space currently available? Y/N</b>	N/A
	<b>If no, attach plan from Facilities Mgmt. explaining how to acquire space for this proposal. Identify proposed position location below:</b>	
<b>Building Address</b>		<b>Floor #</b>
<b>Suite/Office #</b>		<b>Workstation #</b>

## **Workforce Solutions Capital Area Workforce – Child Care Quality Collaborative**

### **1. The community need your proposal addresses.**

Poverty among Austin families is on the rise, and includes many children and working parents. For low-income working parents, the quality, affordability and accessibility of care for their children makes the difference in the stability of their working or training situation and therefore, the self-sufficiency of their family. Research shows that low-income children who have access to high-quality early education and care are more likely to finish high school, avoid teen pregnancy, and become employed after high school or college; unfortunately, quality child care is beyond the reach of many low-income families. Low wages and high turnover are two major obstacles to retaining qualified, educated staff at child care programs.

Travis County is a long-time funder of child care quality improvement, supporting 1) mentoring to child care providers who seek to become quality-rated through the Texas Rising Star certification program, and 2) wage supplements to child care teachers who have demonstrated at least 12 hours of college-level courses in early childhood education or child development. Since the grant was awarded in 2007, however, cost of living increases for Workforce Solutions staff funded through this grant have slowly decreased the amount of funding for program activities, including the Jeannette Watson wage supplement. This resulted in a \$5000 decrease in funding for the project last year. This year, the sub-contractor did not include operational costs in their program expenses so that the wage supplement funding could be increased back to previous year funding level of \$40,000; however, we anticipate the need to offset operational costs in coming years.

### **2. What you propose to do and how it addresses the need described in #1**

Two hallmarks of high-quality care are highly educated teachers, which improves teacher-child interaction; and teacher retention, which allows children to form and maintain long-term stable relationships with their caregivers. The Jeannette Watson Wage Supplement Program addresses both of these factors by rewarding child care teachers who have completed associate's, bachelor's, or master's degree programs, or who are making progress toward a degree, as evidenced by the completion of twelve hours of college credit. This encourages highly educated child care professionals to remain in the field, and the Jeannette Watson award carries with it a requirement that the recipient remain with his/her current employer for one year.

This modest increase in our contract amount will enable us to maintain current service levels. The wage supplements we provide encourage child care staff to pursue higher education in early childhood education or child development. Increasing numbers of applications for the wage supplements indicate that greater numbers of teachers are pursuing college-level education in their field.

### **3. The expected impacts/outcomes your proposal is intended to create.**

This modest increase in our contract amount will enable us to maintain current service levels. The wage supplements we provide encourage child care staff to pursue higher education in early childhood education or child development. Increasing numbers of applications for the wage supplements indicate that greater numbers of teachers are pursuing college-level education in their field. Higher levels of teacher education have been linked to better child outcomes.

Program performance is measured by the dollar amount of wage supplements awarded. With increased funding, the performance target of \$40,000 per year can continue to be met.

### **4. Any relevant changes in funding that create or exacerbate the problem you hope to address.**

This year, our child care quality improvement initiatives will be impacted by a 50% decrease in funding from the City of Austin's Health and Human Services Department, reducing our funding by \$265,000 per year – roughly 25% of our overall annual budget. While we continue to explore other sources of funding, securing an additional \$10,000 in funding from the County will help us to maintain current service levels.

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	Quality Child Care Collaboration (QC3)
<b>Fund/Department/Division:</b>	HHSD/VS
<b>Total Amount Requested:</b>	\$10,000
<b>Collaborating Departments/Agencies:</b>	City of Austin, United Way, Austin Community College
<b>Contact Information (Name/Phone):</b>	Jessica Son / (512) 597-7113

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

Travis County is a long-time funder of child care quality improvement, supporting 1) mentoring to child care providers who seek to become quality-rated through the Texas Rising Star certification program, and 2) wage supplements to child care teachers who have demonstrated completion of at least 12 hours of college-level courses in early childhood education or child development. This is WFS's first request to increase the contract amount, and granting this \$10,000 increase will allow us to maintain current service levels.

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

Workforce Solutions is requesting a \$10,000.00 increase to account for personnel cost of living increases that have occurred since the grant was first awarded in 2007. Cost of living increases for staff funded through this grant have slowly decreased the amount of funding for program activities, including the Jeannette Watson wage supplement. This resulted in a \$5000 decrease in funding for the project last year. This year, the sub-contractor did not include operational costs in their program expenses so that the wage supplement funding could be increased back to previous year funding level of \$40,000. However, we anticipate the need to offset operational costs in future years.

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

This modest increase in our contract amount will enable us to maintain current service levels. The wage supplements we provide encourage child care staff to pursue formal education in early childhood education or child development. Higher levels of teacher education have been linked to better child outcomes. Increasing numbers of applications for the wage supplements indicate that greater numbers of teachers are pursuing college-level education in their field.

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

None anticipated.

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

By the close of the contract period, Workforce Solutions will have awarded \$40,000 in wage supplements to child care staff who have completed 12 credit hours at an accredited college or university. Higher levels of teacher education have been linked to better child outcomes.

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

Program performance for the wage supplements project is measured by the dollar amount of wage supplements awarded. Performance for the mentoring portion of the program is measured by the number of providers mentored, and the number achieving or maintaining a quality rating.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
Jeanette Watson wage supplements awarded to eligible early childhood staff, total amount in dollars	\$40,000	\$40,000	\$40,000	\$40,000

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

The impact would be an increased amount of funding for the wage supplement project which is currently measure in dollar amounts

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

Fewer award recipients will be funded if we stay at the current level of funding. The salary supplement is intended as a means of identifying professionals who have furthered their education in Early Childhood Education or a closely related field. This is an effort towards helping them continue to work in a field where wages are not commensurate with other skilled positions. **Next year, one of the funding agencies (City of Austin HHSD) will not fund the wage supplement project due to a decrease in child care quality dollars awarded to Workforce Solutions. It is important that Travis County increase the amount of funding to this project so that the community does not feel a huge impact of decreased funding.**

**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.**

Although Workforce Solutions partners with Travis County on another child care contract that leverages substantial federal funds, this contract will not leverage additional funding.

**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.**

United Way Capital Area Success by Six and City of Austin HHSD were consulted. Ron Hubbard is the point of contact for the City of Austin and Sue Carpenter is the contact for United Way. Workforce Solutions collaborates on a community wide School Readiness plan with these and other agencies. The school readiness plan includes wage supplements as a targeted activity needed for supporting high quality child care and is therefore supported as a community child care quality improvement project.

**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:**

<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	



## **The Benefit Bank of Texas Project Summary**

- 1. The community need your proposal addresses** – There is currently a great number of people in need in Travis County (141,223 live below the poverty level), who either do not know where to go for assistance, are unable to access the agencies providing assistance, or do not feel comfortable going to various public agencies. In the “Blueprint for Hunger Report” (developed by The Hunger Initiative and Texas Food Bank Network), **158,270 Travis County residents (16%) are food insecure**; however many are not accessing programs for which they are eligible. The people of Travis County do not apply for approximately \$157,208,320 in SNAP benefits each year, costing the county \$281,402,892 in potential economic activity according to Health and Human Services Commission of County statistics. Many are low wage earners holding more than one job and cannot afford to take off time from work to visit the various program agencies. Travis County needs a number of places within neighborhoods and within walking distance that residents can access all of the programs for which they may be eligible all at one time. Conversely, reaching urban areas throughout the county also poses a challenge to access points and outreach.
- 2. What you propose to do and how it addresses the need described in #1** --The Benefit Bank of Texas (TBB-TX) is an online portal designed to take lengthy applications and the complexity associated with it that individuals seeking benefits now face and reduce them to a single format application. The format design takes the individual through a series of easy-to-understand questions written at a fourth grade reading level and pre populates the responses in all the applications the individual has selected, with the assistance of a trained counselors whether it be one, three or five applications. TBB-TX will be located throughout Travis County in trusted environments where people live, learn, work, play, and pray making it easier for individuals experiencing difficult times to access multiple benefits and programs at one time in a location they are familiar with and have a positive connection. TBB-TX offers benefits beyond the state’s core which include filing for income taxes (EITC) ,FAFSA and soon to be added, Veteran Education Benefits program. The state programs include SNAP, CHIP, Medicaid for Children, Medicaid for Parents, and TANF.
- 3. The expected impacts/outcomes your proposal is intended to create** – Our budget request of \$25,000 from Travis County will cover the site fees for at least 25 sites each with an average of 4 trained counselors in the county outside the City of Austin limits. If those 100 counselors each serve 10 clients who are awarded an average of \$1,672/client, over \$1.67 million in federal dollars will flow into Travis County into the pockets of individuals living outside Austin city limits.
- 4. Any relevant changes in funding that create or exacerbate the problem you hope to address** –

If TBB-TX is not funded in Travis County, the 141,223 people living below the poverty level will remain disconnected from services they may be eligible for, and Travis County will miss out on millions of dollars in federal money that has been allocated, but not spent.

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	The Benefit Bank of Texas (TBB-TX)
<b>Fund/Department/Division:</b>	001/ 58 / Health & Human Services & Veterans Svcs.
<b>Total Amount Requested:</b>	\$25,000
<b>Collaborating Departments/Agencies:</b>	Texas HHSC, Texas Health Institute
<b>Contact Information (Name/Phone):</b>	Diana Maldonado, phone: (512) 279-3905 Lenora Doerfler, phone: (512) 279-3910

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

According to the most recent American Community Survey conducted by the US Census Bureau, Travis County has more than 141,000 individuals living below poverty, many of whom qualify for support programs in which they are not currently enrolled. The mission of The Benefit Bank of Texas is to create a network of neighbors helping neighbors in the places where they live, work, play and pray – connecting eligible individuals to food, health care, prescription assistance, tax credits, Pell Grants, and other student and worker supports.

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

Texas Health Institute is implementing The Benefit Bank of Texas (TBB-TX), a HIPPA secure web-based portal and counselor-assisted program which helps low-to moderate income individuals and families connect with available benefits and programs. The TBB-TX model centers on the idea of neighbors helping neighbors to escape poverty by securing access to basic needs such as food, prescription benefits, and health care. Texans who are eligible but not enrolled miss out on approximately \$8 billion each year in federal worker supports.

The TBB-TX online gateway is unique because it allows automatic e-submission of applications for both federal and state benefits from a single online portal (one-stop-shop). Anyone can currently access TBB-TX online “quick check” screening feature, which in less than 2 minutes can assess an individual’s eligibility for over 6 state and federal benefits programs and tax credits, including: SNAP, FAFSA, Medicaid, CHIP, TANF, as well as Earned Income and Additional Child Tax Credits. With the support of our technology partner, Solutions for Progress, we will also have the capacity in Phase II of the project to connect the portal to tailored local programs at the county and city levels.

Once an individual is aware of the programs they are eligible for, they can use the “site locator” function on the website to locate a TBB-TX site in their community with counselors available to assist with the online forms. After filling out a federal income tax return assisted by a trained counselor, all other application forms for which the client is eligible and wishes to apply are automatically populated and submitted online. After about one hour of in-person interviewing at

a community TBB-TX site, a client can apply for multiple programs without having to complete any paperwork.

The TBB-TX service is free for clients, simplifies and centralizes the process of applying for state and federal benefits for individuals and families. Used by a range of community based, faith-based, governmental, job-training, educational, healthcare or social service agencies, it is a community-wide response to poverty. TBB-TX portal:

- Automatically completes applications online for several programs simultaneously.
- Provides a Quick Check which can be performed online in about 2 minutes or less to screen for potential eligibility of programs.
- Trained counselors complete online tax return and benefit applications based on client interview responses.
- User-friendly program that is available in English and Spanish.

As of March 9, 2012, Texas Health Institute has deployed 34 active TBB-TX sites, 25 sites are committed and awaiting training, and a total of 187 organizations statewide have been recruited through presentations, demos and webinars. January 2012 marked the start date of providing assistance with tax returns through TBB-TX, and the average amount returned to clients in taxes was \$1,672. To date, 71 households, representing 122 individual clients have been assisted by TBB-TX counselors with their income tax refunds – mostly in the Amarillo area. Based only on the average tax return to clients, that means that almost \$204,000 has flowed back into the Panhandle area. The Don & Sybil Harrington Foundation in Amarillo granted Texas Health Institute \$277,600 to implement TBB-TX in a 41 county area of the panhandle – in only three months and 34 active sites, the foundation has already seen 73% return on investment.

With this budget request, we propose to implement at least 25 TBB-TX sites in areas of Travis County outside the City of Austin. There are already 32 sites that have been recruited through presentations in Travis and surrounding counties, and three pending training. The outcomes of building and implementing a TBB-TX network across Travis County include:

- Recruiting 25 community and faith-based organizations as TBB-TX sites in Travis County outside the Austin city limits,
- Training 100 staff and counselors to serve as TBB-TX counselors at those sites,
- Measuring, evaluating, and reporting results to partners and funders, and
- Engaging in strategic planning and recruiting sustainable funding commitments.

Each site pays an annual site fee ranging from \$500 - \$1000 based on the organization's operating budget. Our budget request of \$25,000 from Travis County will cover the site fees for at least 25 sites each with an average of 4 trained counselors in the county outside the City of Austin limits. If those 100 counselors each serve 10 clients who are awarded an average of \$1,672/client, over \$1.67 million in federal dollars will flow into Travis County into the pockets of individuals living outside Austin city limits.

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

Texas Health Institute provides leadership in the development of health and health care solutions to shape the health care environment to improve the health of Texans and their communities and

is a nonpartisan, nonprofit 501(c)(3) organization with its main office in Austin, Texas. Our proven track record of more than 45 years of service to Texans, as well as our personnel, event planning, marketing, policy advocacy, program and management experience all contribute to the capacity necessary for success with TBB-TX.

Our budget request of \$25,000 from Travis County will cover the site fees for at least 25 sites each with an average of 4 trained counselors in the county outside the City of Austin limits. If those 100 counselors each serve 10 clients who are awarded an average of \$1,672/client, over \$1.67 million in federal dollars will flow into Travis County into the pockets of individuals living outside Austin city limits.

As of March 9, 2012, Texas Health Institute has deployed 34 active TBB-TX sites, 25 sites are committed and awaiting training, and a total of 187 organizations statewide have been recruited through presentations, demos and webinars. January 2012 marked the start date of providing assistance with tax returns through TBB-TX, and the average amount returned to clients in taxes was \$1,672. To date, 71 households, representing 122 individual clients have been assisted by TBB-TX counselors with their income tax refunds – mostly in the Amarillo area. Based only on the average tax return to clients, that means that almost \$204,000 has flowed back into the Panhandle area. The Don & Sybil Harrington Foundation in Amarillo granted Texas Health Institute \$277,600 to implement TBB-TX in a 41 county area of the panhandle – in only three months and 34 active sites, the foundation has already seen 73% return on investment.

Texas Health Institute has received funding from the Meadows Foundation for statewide TBB-TX implementation work, and in March 2012 finalized a Memorandum of Understanding with the Texas Health and Human Services Commission that provides for direct electronic submission of benefit and program applications to the state agency.

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

Increased electronic submission of benefits applications could mean the loss of certain nonprofit and county personnel who are currently employed to assist clients with submission of paper forms and applications. However, many of these nonprofit personnel can be trained in the electronic system and would not suffer unemployment as they transition away from processing paper applications for benefits. We hope to expand the program in the future to include a mobile service taking laptops and electronic devices on the road to enroll individuals literally in their own neighborhoods. Ultimately, such an expansion will lead to even more nonprofit and government employment opportunities in counties where TBB-TX is implemented.

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

With this budget request of \$25,000, we propose to implement at least 25 TBB-TX sites in areas of Travis County outside the City of Austin. There are already 32 sites that have been recruited through presentations in Travis and surrounding counties, and three pending training. The outcomes of building and implementing a TBB-TX network across Travis County include:

- Recruiting 25 community and faith-based organizations as TBB-TX sites in Travis County outside the Austin city limits, by June 1, 2012.
- Training 100 staff and counselors to serve as TBB-TX counselors at those sites, by August 1, 2012.
- Measuring, evaluating, and reporting results to partners and funders quarterly, and
- Engaging in strategic partnerships and recruiting sustainable funding commitments on an ongoing basis.

Key costs associated with implementation of TBB-TX are the contractual costs with our technology partner, Solutions for Progress, for development, customization and updates of the TBB-TX portal, along with customized reporting and evaluation. Also, Texas Health Institute employs a dedicated regional coordinator for Region 7 to conduct recruitment of sites and volunteers, provide region-wide management and program development.

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

Our technology partner, Solutions for Progress, has tailored the TBB-TX tool to include the capability to track the number of clients served and dollar amount of benefits accrued to each TBB-TX site. The data is aggregated to preserve client confidentiality, but broken down by region, site, and counselor to enhance program evaluation at each level. Solutions for Progress provides this evaluation and reporting service as a part of the existing contract negotiated with the Texas Health Institute, who is the sole Texas state affiliate of The Benefit Bank.

Comparative analysis has been conducted between TBB-TX and HHSC’s Your Texas Benefits website. Texas Health Institute has signed an MOU with HHSC so that TBB-TX electronic submissions are sent directly to the state electronic system. A main difference is that TBB-TX can automatically populate client information into applications for federal assistance in addition to the state forms accepted at Your Texas Benefits. The difference with TBB-TX is the true “one-stop shop” nature of the online gateway. Other programs such as Aunt Bertha and 211 offer links through to other websites/programs offering benefits and services, and connects clients to locations where they can receive assistance. However, only TBB-TX offers the one-stop, counselor assisted online portal with automatic population of client data into multiple state and federal forms. Additionally, Texas Health Institute technology partner, Solutions for Progress, employs a trained legal and policy team to keep all forms current and up to date with changing regulations and laws.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
TBB-TX Sites Recruited	n/a	n/a	1	25
TBB-TX Counselors Trained	n/a	n/a	4	100


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

The numerous complex and lengthy applications that individuals seeking benefits now face will be reduced to simple, easy-to-understand questions written at a fourth-grade reading level. Trained counselors will guide clients through questions seeking information needed for tax returns and to project eligibility for tax credits and benefits. These counselors will be trained both in the use of the online system and in empathic listening skills. Individuals sit side-by-side with counselors who enter their information into an internet-based system.

As the counselor enters data on behalf of a client via the one online form, it automatically transfers that information into other applicable forms or benefit applications so that each piece of information need only be entered once. The results are legible, accurate tax returns and benefits applications ready for electronic submission directly to HHSC or the appropriate federal agency.

Texas Health Institute will close the gap between the number of people eligible for services and the number receiving services. Currently, there are people in need who either do not know where to go for assistance or do not feel comfortable going to various public agencies. TBB-TX will be located where people live, learn, work, play, and pray making it easier for individuals suffering hard times to access multiple benefits and programs at one time in a location they are familiar with.

Solving the challenge of connecting the 141,223 people in Travis County living below the poverty level to the assistance that exists for them, and improving the health of Texans and their communities is an effort shared by both of us. Having a supporter such as Travis County will enhance Texas Health Institute’s ability to garner further support. It is also important to note that with statewide implementation, there is a potential return on this investment of \$8.3 billion coming back in to Texas. When families claim worker supports, they spend the dollars in their *local* communities, boosting economic recovery through a multiplier effect directly to Travis County.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

Our budget request of \$25,000 from Travis County will cover the site fees for at least 25 sites each with an average of 4 trained counselors in the county outside the City of Austin limits. If those 100 counselors each serve 10 clients who are awarded an average of \$1,672/client, over \$1.67 million in federal dollars will flow into Travis County into the pockets of individuals living outside Austin city limits. If TBB-TX is not funded in Travis County, the 141,223 people living below the poverty level will remain disconnected from services they may be eligible for, and Travis County will miss out on millions of dollars in federal money that has been allocated, but not spent.

Texas is currently eligible for approximately \$8.3 billion in federal benefit dollars that go unclaimed each year because eligible beneficiaries are disconnected from their benefits. TBB-TX efficiently connects eligible clients with state and federal benefits including, SNAP, FAFSA, Medicaid, CHIP, TANF, as well as Earned Income and Additional Child Tax Credits. Without this program the application process for these supports will remain complicated, with high barriers to entry for working families living in poverty.

**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.**

Funding awarded from this budget request will be leveraged to bring more than \$1million in federal dollars back to Travis County in the form of tax credits awarded to TBB-TX clients. After 5 years of operations and evaluation, The Benefit Bank of Ohio project has shown that every \$5 in SNAP benefits generates \$9.20 in local economic activity, so the actual number of local economic activity generated may be well over \$1 million in Travis County. The exact return on investment will depend on the number of clients served and the amount of benefits they are eligible for and receive.

Additionally, Travis County funds will be leveraged to negotiate partnerships with Austin Independent School District, Austin/Travis County Health and Human Services, and other Austin organizations to implement TBB-TX at sites within the City of Austin. This will allow maximum use of county funds in areas of greatest need, and foster cross-sector collaboration.

**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).**

Our budget request of \$25,000 from Travis County will cover the site fees for at least 25 sites each with an average of 4 trained counselors in the county outside the City of Austin limits. If those 100 counselors each serve 10 clients who are awarded an average of \$1,672/client in tax credits alone, over \$1.67 million in federal dollars will flow into Travis County, and into the pockets of individuals living outside Austin city limits.

To date, 71 households, representing 122 individual clients have been assisted by TBB-TX counselors with their income tax refunds – mostly in the Amarillo area. Based only on the average tax return to clients, that means that almost \$204,000 has flowed back into the Panhandle area. The Don & Sybil Harrington Foundation in Amarillo granted Texas Health Institute \$277,600 to implement TBB-TX in a 41 county area of the panhandle – in only three months, 2 counties, and 34 active sites, the foundation has already seen 73% return on investment.

It is important to note that with statewide implementation, there is a potential return on this investment of \$8.3 billion of federal dollars flowing back into Texas. When families claim worker supports, they spend the dollars in their *local* communities, boosting economic recovery through a multiplier effect directly to Travis County. For example, the federal government pays

100% of all SNAP benefits. The Benefit Bank of Ohio project has shown over five years of evaluation that every \$5 in SNAP benefits generates \$9.20 in local economic activity.

**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.**

Solutions for Progress – national technology partner of Texas Health Institute, based in Philadelphia, PA. Contractually obliged to maintain and support TBB-TX online portal and electronic forms.

Texas Health and Human Services Commission – entered into a Memorandum of Understanding with Texas Health Institute to assure direct submission of electronic forms to the state system.

Community Action Network – active partner in support of TBB-TX assisting to recruit sites and volunteers in Travis County and the Austin area.

Austin Independent School District – potential partner to be leveraged for participation with schools as TBB-TX sites connecting clients to benefits.

Austin Travis County Health and Human Services – potential partner to be leveraged for participation with community centers as TBB-TX sites in greater Travis County and Austin.

One Voice – actively being recruited by Texas Health Institute as a local partner to recruit area sites and volunteers to be trained as counselors.

**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: Texas Health Institute**

<b>Building Address</b>	8501 N. MoPac Expwy	<b>Floor #</b>	3
<b>Suite/Office #</b>	300	<b>Workstation #</b>	n/a



## Minorities for Equality in Employment, Education, Liberty and Justice

### 1. The community needs your proposal addresses

This proposal addresses the needs of Travis County residents released from prison with a felony, their immediate families (blood relatives) and their extended families (friends and associates). Industry best practices recognizes an effective effort to decrease recidivism must address the influences of the family infrastructure on the released, which this proposal is designed to provide. Texas Department of Criminal Justice data shows from 2010-2005 over 23,000 incarcerated individuals (about 3,000 annually) were released into Travis County.

### 2. What you propose to do and how it addresses the need described in #1

This program offers three 16 week training sessions annually that impact 468 member of the Travis County community directly impacted by the negative influence associated with a felonious background. The objectives of the training sessions are to provide these persons with an opportunity to connect into the community infrastructure and transition out of poverty, using the same methods available to the general population.

The objectives of ISI are to build a family infrastructure to assist in removing the barriers that restrict services for participants who have criminal backgrounds. For various reasons, these individual were unable to benefit from the community infrastructure designed to prepare the general population for the journey through life.

A financial incentive is earned when the participants successfully enrolls the family member participants and successfully meets the weekly requirements of the individualized 16-week training plan. The earning of the financial incentive is directly linked to the establishment of a healthy family infrastructure needed to support the effective reentry of the released and their families back into the community.

### 3. The expected impacts/outcomes your proposal is intended to create

MEEELJ will employ the ISI system to break the cycle of recidivism, where individuals with criminal backgrounds continue criminal activity once released from the criminal justice system. If this cycle is not broken, the number of families involved in criminal activity within the community will continue to grow and become a larger percentage of the total community population.

Assisting these individuals benefit the communities and families to which they return and potentially provide an economic stimulus to the county of over \$.5 billion annually as these individuals reenter the community as legitimate market participants.

### 4. Any relevant changes in funding that create or exacerbate the problem you hope to address

Current trends for Texas Department of Criminal Justice funding suggest higher release rates and less funding to address the needs of the population while incarcerated. In addition, Travis County and the City of Austin reduced funds benefiting this population during recessionary economic periods.

**Minorities for Equality in Employment,  
Education, Liberty and Justice, Inc.**

**Funding Request**

**For**

**Iron Sharpens Iron Pilot Program**

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## **Executive Summary**

Minorities for Equality in Employment, Education, Liberty and Justice, Inc. (MEEELJ) are a 501(c) (3) non-profit organization that has been in operation for seven years, solely founded to aid the families and those persons who have previously been incarcerated. MEEELJ, Inc. has been able to serve over 600 adults and juveniles in Bastrop and Travis County who meet this criterion.

Through our programming, we strive to empower individuals so that they may fully realize their inherent and unlimited potential - in spite of a felony - to make a difference in their own lives and in their communities. Our mission and goal is simple: to Redeem, Empower, and Include by means of information, restoration of their voting rights, employment, and beating addictions. MEEELJ has discovered that a community can only be as strong and successful as are its citizens.

In this proposal, MEEELJ is asking the City of Austin to underwrite a pilot program, Iron Sharpens Iron (ISI), which we will implement. This pilot program will help 36 persons during a fiscal year by offering three 16 week training sessions to 12 participants from the Austin area per session.

ISI uses peer-to-peer counseling to successfully remove barriers that restrict services for participants who have criminal backgrounds. For various reasons, ISI participants were unable to benefit from the community infrastructure designed to prepare the general population for the journey through life.

The ISI system provides these persons with another opportunity to connect into the community infrastructure and transition out of poverty, using the same methods available to the general population. ISI is designed to help the participants gain access to the community infrastructure, like jobs and training. Gaining access to this community infrastructure and then successfully negotiating its bureaucratic barriers are the participants' first challenges on the journey toward non-criminal self-sufficiency.

MEEELJ will employ the ISI system to resolve the technical problems the participants encounter in attempting the transition: MEEELJ will provide professional guidance, financial and social support, and corrective feedback by monitoring client progress.

Successfully providing services to these participants can indirectly deter problem conditions at the individual and community level. Because these participants are considered a source, and often the root cause, of community problems, transitioning them toward self-sufficiency aids crime prevention.

## **Program Deliverables**

MEEELJ will employ the ISI system to break the cycle of recidivism, where individuals with criminal backgrounds continue criminal activity once released from the criminal justice system. If this cycle is not broken, the number of families involved in criminal activity within the community will continue to grow and become a larger percentage of the total community population.

MEEELJ's has over eight years of experience successful restoring and returning individuals, in spite of a background of a felony, back to their community's without a reliance on criminal activity as a means of survival. The ISI system was specifically designed by MEEELJ to address the challenging conditions the City of Austin presents individuals with criminal histories trying to get reestablished within the general community.

MEEELJ will establish partnerships with community organizations in order to assist in the effective restoration of this segment of the population. This includes the establishment of memoranda of understanding (MOU) between MEEELJ and organizations with professional volunteers interested in providing staff time required to run an office, educational institutions with the capacity to provide client assessments, training, and student internship opportunities, professional counselors for substance abuse issues, career development and financial planning. Obtaining transportation and housing assistance, job placement offers from local employers and direct program funding.

The ISI system requires screening recruits that qualify for the program and then matching each client with a peer partner to share in the reintegration process. This peer-to-peer relationship provides each client with a working partner to share in the reentry experiences, which increases the probability of each client finishing the program.

The ISI system provides each client with a 16-week training plan designed to equip each client with the necessary survival skills needed to avoid a dependence on criminal activity in order to earn a living. The training starts with an in-depth self-assessment, which is used to develop the client's individualized 16-week training plan.

The ISI system provides each client with a weekly stipend as a financial incentive to participate in the program, to complete the 16 week training plan, and as a recruiting tool. The stipend helps eliminates the largest barrier preventing participation of any potential client. The payment of the stipend depends on the weekly completion of the individualized 16-week training plan by both client and peer partner.

Finally, the ISI system delivers six two person teams – 12 people- at the end of each 16 week session. The graduates receive personal career counseling, substance abuse goals and daily counseling, financial planning, educational advancement, employment placement and 6 months of progress follow up.

The training provided is sufficient to start each client down a path that leads to earning a legitimate living. In addition, each client's training will equip them to train one or their friends or family members who may or may not have a criminal background.

**Performance Measures**

The performance measures are for the ISI Pilot Program. The measures represent the work required to establish MEEELJ operations in Austin and the work resulting from the actual implementation of the ISI pilot program.

<b>ISI Pilot Program Performance Measures</b>	
<b>Output Measures</b>	<b>Fiscal 2012 Annual Goal</b>
Number of ISI system partners contacted	50
Number of ISI system partners with a signed MOU	25
Number of potential ISI system participants recruited for the program	720
Number of potential ISI system participants recruited and agreeing to participate in the program	360
Number of potential ISI system participants prescreened for the program	360
Number of ISI system participants selected to participate in the program	36
Number of ISI system participants provided individualized training plans	36
Number of ISI system stipends awarded	36
Total number of ISI system participants enrolled in the training.	36
Total number of ISI system participants finishing the training.	30
<b>Outcome Measures</b>	
Percentage of ISI recruits agreeing to participate in the program	50%
Percentage of ISI partners agreeing to sign a MOU	50%
Percentage of ISI system participants estimated to finish	83%

**Budget Request**

The ISI pilot program funding request are monies to fully operate the pilot which includes providing a stipend and computer access to the program participants and a full-time staff for program intake, monitoring and general office administration.

The stipend will be paid weekly to each participant as an incentive as well as a benefit to enable them to provide or contribute for their respective households and expenses. The stipend is approximately \$2,400.00 per client for each 16-week session.

<b>MEEELJ, Inc. Budget Request FY2012</b>			
Categories	Descriptions	Subtotals	FY2012
<b>Personnel</b>	Executive Director Compensation (40 hours/week)		48,000
	Administrative Assistant (40 hours/week)		25,000
	Executive Assistant (40 hours/week)		35,000
	Program Coordinator (40 hours/week)		40,000
	Payroll Taxes		12,000
	Benefits	<b>190,000</b>	30,000
<b>Contractual and Professional Services</b>	Client Stipend		90,000
	Program Development		30,000
	Substance Abuse		9,000
	Career Development		9,000
	Financial Planning	<b>147,000</b>	9,000
<b>Travel and Training</b>	Travel and Training		6,000
<b>Equipment</b>	3 Desktop computers and accessories		5,000
	12 laptop computer and software		18,000
	Desk, chairs, cabinets, shelves, & tables	<b>28,000</b>	5,000
<b>Supplies and Direct Operating Expenses</b>	Rent and Utilities		36,000
	Workmen Compensation & Liability Insurance		8,000
	Annual Financial Audit		5,000
	Internet/Wireless Services		3,000
	Telephone		3,000
	Copier/Printer		6,000
	Maintenance		5,000
	Paper		3,000
	Printer cartridges	<b>69,000</b>	1,000
<b>Total</b>			<b>441,000</b>

## **Funding Requirement**

MEEELJ is requesting the following funding requirements for the pilot in order to ensure the successful level of service are provided for the Austin participants seeking assistance:

1. Funding for the executive director's compensation and staff will be provided upon reaching a contractual agreement between the City of Austin and MEEELJ.
2. Funding for approved budgeted expenses will be provided upon receipt of a valid invoice or bill for service when presented to the City of Austin from MEEELJ.



**Boys & Girls Clubs of Austin – No one page Submission Received**

**La Fuente Learning Center Youth Program – No one page Submission Received**

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority #:</b>	Boys & Girls Clubs of the Austin Area GREAT Futures Initiative
<b>Fund/Department/Division:</b>	
<b>Total Amount Requested:</b>	\$150,000
<b>Collaborating Departments/Agencies:</b>	Southwest Key Programs, HACA, Del Valle ISD, Texas Pioneer Foundation, Boys & Girls Clubs of America, A Glimmer of Hope Foundation
<b>Contact Information (Name/Phone):</b>	Amanda Stovall / 444-7199

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

The Boys & Girls Clubs of the Austin Area (BGCAA) plans a strategic and targeted expansion program through which we would reach at least 300 new low-income youth and expand services to another 300 economically-disadvantaged youth of Austin and Travis County. Funding from Travis County would enable us to establish new Clubs at Dailey Middle School in Del Valle and the new East Austin Prep Academy site, sponsored by Southwest Key Programs; additionally, it would enable us to enrich and grow our current program services at our existing Chalmers Court, Thurmond Heights, and Southwest Key Clubs.

**2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.**

To further our mission, *to inspire and enable all young people, especially those who need us most, to realize their full potential as productive, responsible, and caring citizens*, BGCAA seeks to establish two new Boys & Girls Club after-school programs on the campuses of Dailey Middle School in the Del Valle school district, and of the new Southwest Key Programs Collegiate Preparatory School, as well as build more robust programs at our existing Chalmers Court and Thurmond Heights Clubs, both Housing Authority of the City of Austin sites.

The goal of establishing after school programs at Dailey Middle School and the new Southwest Key campus is to serve a total of at least 300 youth with: a safe place to go after school and before their parents come home from work, five healthy snacks a week, and quality programming that will help them excel academically and prepare them for high school, avoid high risk behaviors like drugs, alcohol, cigarettes, and sex, as well as gain the skills and confidence to make smart decisions in the face of peer pressure. Examples of programs that will run on these three campuses include tutoring and targeted academic assistance, drug and alcohol prevention programming, hands-on technology programs, sports leagues, recreation time, fine arts enrichment, and community service-oriented programs and field trips.

Our expanded services for the Chalmers Court, Thurmond Heights and Southwest Key Clubs will allow us to sustain and enrich our programs at these sites, where we serve at least 300 members a year.

Utilizing experience gained through successful collaborations with the Austin Independent School District, BGCAA will build a rapport with the new school campuses, as well as with the East Austin neighborhood and Del Valle community, and we project the Clubs will become firmly established as part of these communities' school experience over the course of the next three years.

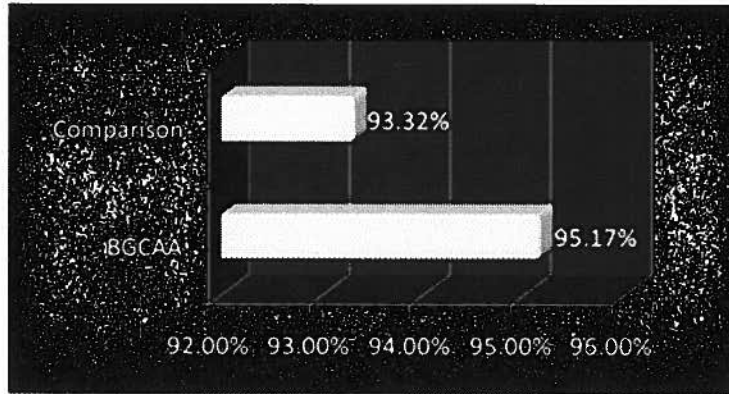
Del Valle is a struggling district, where only 55.7% of students graduate high school, with 47% of drop outs occurring as early as 9<sup>th</sup> grade, and 44% occurring by 10<sup>th</sup> grade, according to the Education Week Research Center. Seventy-eight percent of students in the district are classified as living at or below the federal poverty line. The Del Valle Independent School District (DVISD) covers what is roughly the southeast sector of Travis County. Bound on the north by Manor, on the west by Austin, and on the east and south by the Travis County line, the District serves the following seven communities: Pilot Knob, Creedmoor, Webberville/Hornsby-Dunlap, Garfield, Elroy, Del Valle and Montopolis. As a semi-rural unincorporated community, Del Valle lacks youth programs such as the one to be provided by BGCAA. The new Southwest Key school-based Club at the East Austin College Prep Academy will serve middle school youth from East Austin neighborhoods; over 90% of EA Prep's students are economically disadvantaged.

BGCAA is a youth development organization that has been successfully serving the high-risk youth populations of Austin since 1967, and now operates 17 Clubs throughout the city. Our Clubs are open 245 days a year, with more than 1,600 total hours of programming. We ensure that our programs are accessible by making them free or very low-cost. Clubs serve youth from the final school bell till 6pm or 8pm, providing a safe environment staffed with trained adults to run quality programs that mentor, educate, and provide fun experiences to kids. We are proud of our impact: during the past two school years, an average of 97% of BGCAA senior youth graduated from high school, compared to only 80% of their non-Club member peers.

The strategy of the Boys & Girls Clubs is to provide targeted youth with proven-successful program models during out of school time (after school, school vacations and summertime) in order that children and youth may improve their educational and social skills, physical health and fitness, and emotional well-being. The BGCAA programming model charts three core focus areas for insuring positive youth development: academic success; character and leadership development; and healthy lifestyles. For many years, we have provided our kids with physical activities, sports leagues, and healthy food. We further nurture their intellects by creating a safe learning environment, providing tutoring and integrating academic enrichment into games, field trips, and projects. By building their confidence and self-esteem, our kids develop a stronger sense of character and are more likely to make good life style decisions, seek leadership roles, and thus succeed academically. By creating healthy kids, we create strong, successful kids, and by investing in successful kids, we all invest in a brighter future for our communities as well as for the youth we serve. Our ultimate goal is to empower youth to break the cycle of poverty by becoming successful, healthy, and compassionate adults.

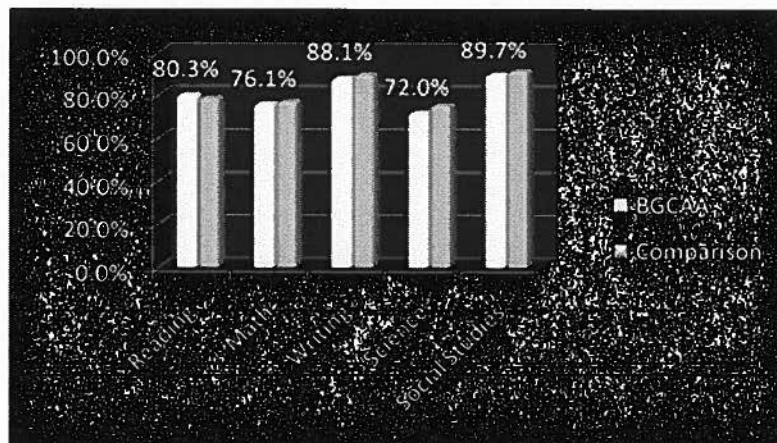
Below please find some facts and figures that outline our success in helping youth:

According to comparison reports generated for school year 2010 – 2011, Club members attend school more often than their peer/comparison group. The comparison group is identified as economically disadvantaged kids who attend AISD schools.



Further, 100% of Club members were promoted to their next grade level.

On standardized tests, Club members are passing the Reading tests at a higher rate than non-participating students. Additionally, Club members are within one percentage point of their peer group in most tested subjects. We have noticed, however, that Club members are scoring more than two percentage points less than their peer group in science. In an example of how we respond to kids' needs, we have hired a science curriculum developer, who is writing curriculum for all age groups that aligns with the Texas Essential Knowledge and Skills (TEKS) and the AISD curriculum road map. Using this new curriculum with youth in our clubs, we will be able to provide our kids with additional academic support in science and help our members catch up to – or exceed – the scores of their peer group.



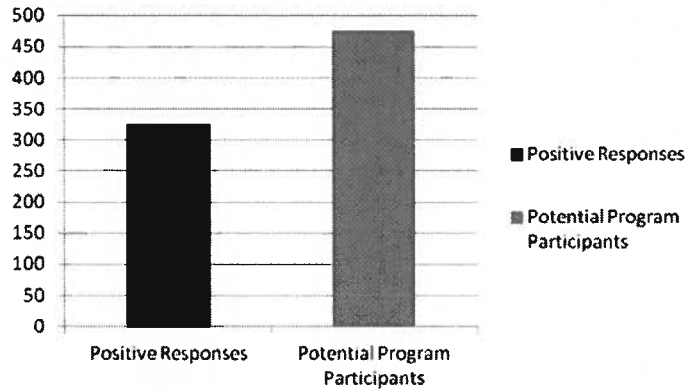
Community support for the proposed Club at Dailey Middle School is high. A parent survey was conducted at the school in the fall of 2011, and results indicated that there is a strong desire for a Club presence on campus, with 98% of respondents in favor of a Boys & Girls Club opening at

Dailey Middle School. As indicated by the chart below, parent responses also indicated that at least 470 children are interested in joining the Club upon the its opening. Parents also showed particular interest in the homework assistance programs and academic enrichment programming offered by our staff.

**Potential Program Participants**

The second posed question on the survey was, “If you are interested, how many members of your family would possibly enroll in the program?” Of the three hundred and twenty-five positive responses, a potential of four hundred and seventy-six (476) potential program participants were identified this includes the potential attendance of siblings or multiple children in a family.

**Chart 2- Total Number of potential program attendees**



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

BGCAA programs are beneficial not just for the youth who attend our programs, but also for the families of the youth who attend, and the members of the larger communities where we operate. Dailey Middle School, for example, currently lacks a meaningful after school program outside of sports and band, so the range of activities and proven-successful positive youth development strategies provided at our new Club every day after school would strengthen the student body in terms of academics, health and behavior, and thus would be beneficial to the entire school, the families of the students, and the community as a whole, in addition to the youth themselves. Our newest Southwest Key Club, to be located in the 78723 zip code, will be serving a neighborhood that is projected, by 2015, to have the highest number of economically disadvantaged youth in Austin who could greatly benefit from our youth development programming.

We aid families of Club members at all of our Clubs by providing a safe place for adolescent kids from high poverty neighborhoods to be up till late in the evening, five nights a week, thus allowing working parents to have peace of mind knowing that their children are supervised by caring youth development professionals and are receiving healthy snacks and meals, getting help with their school work, provided with space to exercise and release energy, and given the chance to develop new skills and positive character traits. When youth spend their time on constructive activities during out-of-school time, juvenile crime rates, teen pregnancy rates, and youth drug use decline – clearly, all positive developments for the community as a whole.

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

The cons of funding a BGC program are essentially non-existent, as BGCAA is a positive force in the community, helping shape the lives of youth for a brighter future. The New York Times says that every high school graduate benefits tax payers by at least \$127,000 over the course of his or her lifetime, but it costs the US \$329 billion for every 400 teens who fail to graduate. Moreover, the BGCAA model is cost-effective - while the cost to provide programs to a Boys & Girls Club member per year ranges from \$300-\$700 (the amount varies somewhat at different Club sites), the cost to keep a child in juvenile detention in Texas for a year is \$99,000. There are only positives to highlight when discussing the pros and cons of strengthening Boys & Girls Clubs programming and presence in a community.

**4. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past the Fiscal Year**

March 2012 – July 2012: Secure appropriate level of funding  
July 2012: Hire a Club Director and staff for the Dailey Middle School Club and Southwest Key Collegiate Preparatory School Club; train the Director and the staff; hire new and additional staff as necessary for expansion of services at existing Clubs  
August 2012: All Clubs open one week following the end of AISD’s and DVISD’s summer break  
August 2012 – June 2013: Implement programming throughout the year for Club members

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

For the proposed activities, as for all our programming, the BGCAA uses multiple evaluative measures and is committed to continually improving our service delivery and maximizing our positive results with children and youth.

First, BGCAA will utilize an Outcomes Measurement Toolkit (Toolkit) developed by Boys & Girls Clubs of America as the means for all Clubs to measure the impact of their programs on our members. As our goal is to develop resilient young people, these are surveys that chart the development of our members by measuring: educational competencies, positive self-identity, technological competencies, social competencies, emotional competencies, cultural competencies, community and civic involvement, healthy lifestyle, and moral compass. The Toolkit is administered bi-annually. We use this invaluable feedback to strengthen the quality of our programs through curriculum enhancement and alerting program staff to areas of special need. It also gives us insight into the success we are achieving at helping at-risk youth to grow to be strong and resilient adults.

Additionally, Club Unit Directors will track data through youth membership forms which are completed by the parent(s) or guardian(s). The form includes demographic information, including income level and a youth’s eligibility for free or reduced lunch, and family

information. Unit Directors also track youth participation in specific programs, such as the number of youth referred by Del Valle for tutoring, along with attendance throughout the month and then prepare a monthly report which is reviewed by supervisory staff members in order to determine program successes, programs requiring improvement, and particular areas of need. Finally, the feedback we receive from our kids and the communities we serve are an invaluable contribution to our evaluation of programs and successes.

BGCAA also utilizes the Youth Quality Program Assessment (YQPA), which is a research validated instrument designed to assess the quality of youth programs for the purposes of accountability, monitoring, and program improvement. It is both a quality monitoring tool, and a learning tool.

BGCAA also has a unique collaboration with the Austin Independent School District, which we will replicate with the Del Valle Independent School District, that allows us to share data on students who are Club members in order to determine the success of our programs, known as the Student Aggregate Reporting System (SARS). We are able to submit school ID numbers for each of our Club members in order to track their grades, school attendance, rates of graduation, standardized test (TAKS) scores, and discipline referrals. This allows us to compare data on our Members to that of their in-school peer group, and allows us to compare student indicators at Title I schools where we serve students versus non-Title I schools. Further, it enables us to monitor the progress of individual students and intervene in areas where a child may be struggling or need help.

For the Dailey Middle School Club, DVISD will assist our efforts by tracking data to provide progress reports, information on grade advancement, standardized test scores, and discipline referrals, thus allowing Club staff to aid youth in the areas they need improvement and mentorship.

**6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Year should this request be implemented.**

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
<i>Number of youth served</i>				
Del Valley	N/A		200	200
Southwest Key	351		350	380
Southwest Key EA Prep	N/A		150	150
Chalmers Court	132		130	150
Thurmond Heights	108		100	120
<i>School Attendance</i>				
Del Valley	N/A		N/A	150
Southwest Key	77		80	80
Southwest Key EA Prep	N/A		N/A	75
Thurmond Heights	22		20	25

Chalmers Court	44		40	45
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Other items to be tracked, including Academic Success measurements like TAK scores, grades, and matriculation rates, as well as behavior infractions and graduation rates will be assessed based on a successful application.

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

The impact of funding will be to insure an expansion of and continued service with enhanced staffing and more robust programming at our existing sites, and then most importantly, provide needed funding to open two new Clubs to kids who have no access to successful after school youth development programs.

**7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.**

Not funding the BGC existing and expansion programs will result in over 300 youth being excluded from the multiple benefits of the programs offered by BGCAA, and jeopardizing the quality of services offered to another 300.

**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.**

- 1) Housing Authority of the City of Austin – partner for the Chalmers Court and Thurmond Heights Clubs, funding the remainder of the budget.
- 2) Southwest Key Club is funded by the Topfer Family Foundation, JP Morgan Chase Foundation, and Southwest Key Programs
- 3) Southwest Key EA Prep Club will be funded by this grant proposal in addition to the funding provided to each Club.
- 3) Del Valle’s Club is funded by the Texas Pioneer Foundation, Circuit of Americas, and Boys & Girls Clubs of America, with pending applications in place for funding from KDK Harmon and A Glimmer of Hope Foundation. Although their status is unofficial at present, we are confident these will be granted.
- 4) All Clubs receive/will receive funding from the Department of Family Protective Services, the Texas Statewide Youth Services Network (TEXSYN), and the Federal Justice Department.

**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).**

At this point we do not anticipate funds will exceed what is indicated in the attached budget.

**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.**

BGCAA collaborates with the Housing Authority of the City of Austin (HACA) and the Austin Independent School District to continue implementing quality programming at Chalmers Court and Thurmond Height Clubs. BGCAA will collaborate with the Del Valle Independent School District to run our programming at the Dailey Middle School. At our Southwest Key Clubs, we will collaborate with Southwest Key Programs.

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

<b>Building Address</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	



La FUENTE

# La FUENTE Learning Center

(FORMING, UNITING, EDUCATING NEIGHBORS TOWARD EXCELLENCE)



La FUENTE

758 Springdale Road  
Austin, Texas 78702  
512-426-3715

March 23, 2012

To: Travis County

From: Forming, Uniting, Educating Neighbors Toward Excellence (La FUENTE)  
EIN 74-3017486

Dear Sirs:

Attached please find our grant request for funding.

Forming, Uniting, and Educating Neighbors Toward Excellence (La FUENTE Learning Center) was formed in September 2001, through the efforts of the community of Cristo Rey Catholic Church in East Austin. Father Larry Mattingly envisioned a place where parishioners and all of the Hispanic community could come to improve their educational levels. Mrs. Olga Cuellar brought that vision to fruition by creating and partnering with various non-profit organizations and the Austin ISD.

La FUENTE Learning Center is a 501(c)(3) non-profit organization. Its IRS ruling falls under the educational code instead of the community service code. It is located at 758 Springdale Road, Austin, Texas 78702. La FUENTE is committed to providing high quality programs that raise the educational expectations of all who come to learn. La FUENTE is nestled among large pecan trees. It is housed in a large portable building and a small frame house. The atmosphere is warm and inviting.

Its uniqueness continues, as many of its programs are one-of-a-kind and not available elsewhere. La FUENTE does not look to meet quotas of students but quality of educational delivery. It's committed to assisting all who seek to improve their education. Many students select La FUENTE as the place to complete their hours due to La FUENTE's high integrity and "golden rule" policy.

Our request will serve 350 students who are on the verge of giving up school or life improvement. We are asking you to sincerely consider this request. If you need any additional information, please do not hesitate to contact me at 512-426-3715 or e-mail emq82@aol.com.

Thank you.

Olga Cuellar  
Executive Director

**MISSION**  
*To quench the educational thirst of persons of all ages  
through a variety of educational programs.*

La FUENTE Learning Center - A NON-PROFIT ORGANIZATION

RECEIVED  
FINANCE DIVISION  
TRAVIS COUNTY HHS&VS  
MAR 23 11:31

**BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority #: La FUENTE Learning Center Youth Program  
Fund/Department/Division: N/A  
Total Amount Requested: \$45,310  
Collaborating Department Agencies: N/A  
Contact Information (Name/Phone): Olga Cuellar – 512-426-3715

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

La FUENTE will provide various educational programs to low socio-economic minority students to help them improve their school attendance and reduce truancy, gain character/citizenship building skills, cultural awareness as well as gain needed high school credits toward graduation. These programs are provided through collaboration with schools from Austin ISD, Manor ISD, Del Valle ISD, Pflugerville ISD, the Mexican Consulate, Travis County Precincts, and other partners.

Objectives include implementation of programs that provide:

- 1) educational alternatives/techniques to help high school students recover credits toward graduation or obtain their GED;
- 2) character building (survival skills) training for court and high school ordered youth with an opportunity to complete community service and/or attend a student/parent workshop and
- 3) Elementary aged children July summer camp experience focused on cultural awareness with pride in one's heritage, recognizing quality work and maintain age appropriate vocabulary.

By providing these effective educational "out of the box" programs, it will reduce truancy, increase graduation rates, and build stronger character and citizenship in our youth. This in turn will assist to alleviate the crucial burden Travis County faces regarding housing, transportation, courts, and health issues.

**Commissioners Court**

These educational programs facilitate the completion of secondary education and address the needs of the hard-to-reach and teach population to access safe housing, transportation and greater job opportunities'.

This is a new connection and opportunity for Travis County to provide under-educated students an effective tool to overcome a crucial barrier in improving their level of education and increases the chance of earning higher living wages.

2. **Description of Request:** Describe the request, including current issues and how the request relates to the mission and services provided by the department. Include historical information related to the request where relevant.

La FUENTE Learning Center is a 501(c)(3) non-profit organization. Its IRS ruling falls under the educational code instead of the community service code. Its educational programs serve many people from not only Austin, but also Del Valle, Manor, Pflugerville and other surrounding cities. It is located at 758 Springdale Road, Austin, Texas 78702.

La FUENTE is a unique one-of-a-kind organization. Since 2001 the Executive Director works full time without pay and all staff is part-time. La FUENTE's uniqueness continues in that all its programs address specific educational program deficits identified by the minority community with a large number of high school dropouts with high desires to continue their education. This is accomplished through several youth programs. By providing these youth programs La FUENTE is able to reach many parents of elementary through high school age children. La FUENTE also offers English as a Second Language plus Spanish and English GED preparation classes. This gives La FUENTE the opportunity to provide a wholistic approach to educating the whole family.

The \$45,310 budget request will be utilized to fund the following your programs.

**a. DELTA Program for Austin ISD High School Students**

**Critical Issue**

The achievement gap between white and minority students continues to widen. While the Hispanic population continues to be the fastest growing population in Travis County, it also has the lowest graduation rate. The Travis County Class of 2010 (ISD's and Charter schools) enrollment was approximately: 18,768 Af American, 75,120 Hispanic, 53,520 White, and 7,179 Other, for a total of 154,587 students in public schools. The graduation rate was 5.7% Af American, 4.0% Hispanic, 6.7% White and 4.8% Other. (See attached chart)

This clearly demonstrates the need for community involvement in providing minority students quality opportunities to succeed in the public schools. Our country and county must address this issue in order to have an effective work force to meet the demands of a fruitful economy.

**Program**

The DELTA program is a self-paced computerized program that carries a majority of the required credits to graduate. The AISD has used this program for at least 12 years and each high school has a DELTA program and each school sets certain enrollment rules. La FUENTE's rules are simple—any AISD student who needs to recover high school credits may enroll. Our partnership with the AISD includes the district paying for the annual software usage fee of per computer and La FUENTE paying for the hourly rate for an AISD certified teacher and providing a working computer lab with high-speed computers and Internet. La FUENTE is the only organization that offers this program outside of AISD.

The DELTA program is opened to any AISD high school student. Students must be enrolled in an AISD high school. The program is for those students who are: a) economically disadvantaged; b) failed a core subject; c) over aged; d) lack sufficient required credits to graduate; e) are on the verge of dropping out and/or f) do not fit the main stream. Students attend their regular assigned school during the day and come to La FUENTE in the evening.

The student and teacher determine which core subject the student will work on to earn the credit needed. Each subject has a set number of modules. At the end of each module the student must pass a test in order to go on to the next module until the credit is earned. This self pace computerized program

is NOT a watered-down curriculum in order to graduate students who have not been successful. Some of the core subjects also require bookwork or reading a book and writing a report.

This program breaks the generational dropout cycle and will have an impact on the next generation. Many of the students we assist are “first in the family to graduate!” This is the only alternative students have where they are valued, nurtured to recover graduation credits, and earned credits going back to students’ assigned high school in order for the students to graduate from their assigned school.

**This program provides**

- a) The opportunity for students to prove to themselves and others that they can succeed. Many students who come to La FUENTE skipped school or did not turn in work assignments. They know they “messed up.” They also know that there is no other place they can go to catch up so that they can graduate from their own high school.
- b) Assists the AISD high schools with alternatives for students to earn credits toward high school graduation, especially the students who many not fit into the main stream.
- c) Encourages the students to continue their education at Austin Community College.

A certified AISD high school teacher is hired by La FUENTE through AISD to assist students in their credit recovery. The teacher also helps the student determine which core subject to complete. Any AISD high school counselors may refer the students to La FUENTE, teachers, students and/or parents may also call to enroll the student in the DELTA Program, both municipal and Travis juvenile courts may also mandate AISD students to attend our DELTA program.

Priority is given to seniors and those who need a few credits to be seniors. Students are accepted any time during school year. Students stay until credits needed are earned so that they may pass to the next grade level. Being a self-pace credit recovery opportunity program some students are able to earn .5 or 1 full credit in two months while it may take others six months to earn the same.

**b. GED Program**

**Critical Issue**

•Teaching English GED to young adults is very difficult due many coming without an academic vocabulary. Their vocabulary skills are geared for basic language and they difficulty in understanding textbook language. Therefore, more remedial resources are needed in order to prepare them for increasing their academic vocabulary.

•La FUENTE is the only organization that provides both the English and Spanish GED preparation programs. Probation officers and precincts court order students to both programs, especially the Spanish GED program.

•In 2014, all GED testing centers will only offer computerized updated GED exams with a new scoring system. The GED will become difficult for many low-income people.

**Program**

La FUENTE’s program has been created to add the academic vocabulary issue. Students come one day per week for four hours of study. They student study one subject at a time with each subject having a

specific number of lessons. Math has 11 lessons; reading has 7 lessons; writing, social studies and science have 6 lessons each. The program takes 11 months. Some students with a low education level (less than a 10 grade education) may have to re-take a subject.

This program has a minimal charge: Registration \$10 fee, \$30 books fee (one book that includes all 5 subjects), and a charge of \$10 for each lesson. After completing all lessons of a subject the students is prepared to take the Texas GED exam at Austin Community College (ACC). ACC charges \$95 for all 5 exams.

### **c. Character Building for Middle and High School Students**

#### **Critical Issue**

Due to the zero tolerance school policies and the city's curfew hours, which are good strategies, many students are being ticketed for: 1) truancy; 2) fighting; 3) curfew violations; 4) shoplifting; 5) classroom disruption; 6) abusive language; 7) driving without a license; and other minor offenses.

These students must appear before a municipal or precinct judge. The students have the opportunity to request a trial or pay a fine. The majority of students elect to pay the fine through community service hours or attend a social behavioral program. Most of these students are from low-income dysfunctional families. Most students complete their community service without it affecting changes in their attitude. The students and their parents need to understand the consequences of breaking a law and understand that the student's future depends on following the law (whether it is a school policy or a city ordinance). Many of the parents and students only see how the punishment is causing them inconvenience.

Presently, most of the court approved community service locations only offer the community service where students go and do light cleaning and yard work and office work. Most of these students are first time offenders; they are in middle school or in the 9<sup>th</sup> and 10<sup>th</sup> grade.

Basically they are unmotivated, have poor self-esteem and are angry with the judge, angry with their parent, angry to be doing community service. By being first time offenders this gives us a great opportunity for the community (not school setting) to show them and their parents why school is important. Many of these students can be helped to stay in school and improve their attitude.

La FUENTE provides students a place to do their assigned community service hours time AND offers a Youth Character Building (Take The Right Road Workshop) program which gives them real life reasons why they need to stay in school, do their homework and set a goal of high school graduation.

#### **Program**

##### **C1: Take the Right Road (Character Building)**

Students enrolled in this program are first time misdemeanor offenders sent by either the court or schools due to 1) truancy; 2) fighting; 3) curfew violations; 4) shoplifting; 5) classroom disruption; 6) abusive language; 7) driving without a license; and other minor offenses.

The students enrolled in this program receive character-building lessons for each of the 10 workshops in the series. Each workshop is 3 hours with students working together in activities emphasizing analysis, practice, and generalization of skills. The workshop series is a 30-hours program with pre- and post-test, with a parent/student workshop and certificate ceremony. La FUENTE is the only non-profit who provides this program.

Topics are:

1. Respecting Ourselves and Others--Problem Solving Skills
2. Planning and Reaching Goals--Self-Management Skills
3. Communicating with Others--Communication Skills
4. Advancing: Work and School--Study & Social Skills
5. Understanding Legal Rights and Responsibilities
6. Getting Ready for Employment & Keeping a Job
7. Managing Money
8. Taking Care of Our Health
9. Dating Violence, Teen Drinking, Gang Prevention
10. Celebrating Success

If a student misses a class, parents are called. If student continues to miss classes, court is notified of student's failure. Court determines if student must continue at La FUENTE, return to court or asks La FUENTE for its recommendations. When La FUENTE believes that student needs more intensive assistance it will research other programs and make appropriate recommendations to the courts. Students receive a completion certificate that must be presented to the courts in order to show proof of completion.

## **C2 Community Service:**

Students receive a listing of court approved community service locations and must select a location and call to register for their community service. Students must call La FUENTE to determine if there is space available. La FUENTE accepts 5-8 students at a time. Each student has a required amount of community service hours set by the judge to complete. La FUENTE accepts students ages 12 and up with only minor infractions. In conjunction with Community Service, courts may also require the student to attend the Character Building and/or the Delta credit recovery program. La FUENTE does not accept students caught with drugs or drug paraphernalia. Approximately 1,200 community service hours are completed per year.

When they select La FUENTE, the student and parent must come to an orientation where we discuss their offense, discuss the La FUENTE rules, receive a copy of the "Golden Rule," and a listing of careers and salaries. A presentation on the TAKS percentage passed by ethnicity of all Austin ISD middle schools (8<sup>th</sup> grade) and high schools (11<sup>th</sup> grade) and their present school's TAKS percentages, helps both the minority parents and students understand the need for the student to attend school and be successful.

The students must clean tables and dry boards in the classrooms, they must clean all computer monitors and key boards in the computer labs, inventory text books for the various programs, minor office work for the English-as-a-Second-Language teachers, plus empty waste baskets and pick up litter outside and light yard work. Students also are engaged in the maintenance of a vegetable garden. The garden is a great character builder for the students.

## **d. Summer Camp – "Aventura Vacacional" for Elementary Students**

### **Critical Issue**

Quality summer programs in low socio economic neighborhoods geared for Spanish speaking families are almost nonexistent in East Austin, TX. In most instances these elementary students attend summer school in June and do not have affordable summer enrichment opportunities that reinforce their

academics in math and literacy. Usually these children stay indoors and watch poor television programming. Studies show that low-income students lack experiences in enrichment activities. Many of these students will not be academically or socially prepared to move on to middle school. Only 52% & 65% of fifth grade students of two elementary schools, within walking distance of La FUENTE Learning Center, met the standards of the state's mandatory test in 2011.

**Program**

"Aventura Vacacional," is a four-week summer camp that promotes cultural awareness, recognizing quality work performance and increasing their age appropriate vocabulary (sight words). It also allows students to use academic skills in math and literacy through various games, crafts and sport activities (i.e., chess, creating map globes, learning Mexican dance steps, songs, history of dance, etc.).

Parents are encouraged to interact with the teachers, other parents and meet their children's new friends. Each Friday parents receive a newsletter with parenting tips, how to help their child in school, and important public school policies. At the end of the program students present a "show case" of what they created and learned. Parents and students also have an opportunity to do two crafts together.

This program has a \$10 registration fee and \$10 per week fee. Students attend from 8:00 AM- 5:00 PM, the Travis Summer Food Program provides lunches. The fees charge assist in providing the students with an afternoon snack.

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

La FUENTE Learning Center will improve the educational well being of 350 youth in Travis County for as little as \$45,310 per fiscal year.

The Educational Attainment Level Population of 25 years and older in Travis County, 2009, indicates that 7% (49,181) people have less than a 9<sup>th</sup> grade education and 8% (50,943) have a 9<sup>th</sup>-12<sup>th</sup> grade education without a high school diploma, for a total of 100,124 people in Travis County with little opportunity for the possibility of an effective living wage.

In 2009, The CAN Community Dashboard indicator shows 76% AISD students graduated in 4 years, seven out of ten low-income students do not graduate college ready; six out of ten low-income children are not kindergarten ready; one-third of all Travis County are low-income; four out of ten low-income adults are obese; five out of ten low-income people report poor mental health and the lists goes on.

The October 2010, report of the Intercultural Development Research Association shows the 2009-2010 drop out attrition rate for Travis County of:

African Am - 33%      Hispanic - 45%      White - 8%

According to the TEA AEIS 2009-2010 Report, Travis County's School Districts/Charters population is 154,587: African Am - (12%), Hispanic - (49%), White - (35%), Other - (4%)

If we apply the stated attrition above to each ethnicity population, approximately 40,000 students did not complete high school in 2009-2010. Therefore, in 2009, Travis County had approximately 140,000 youth and adults without a high school diploma.



In order to reduce these indicators we must address the educational issue of those students who are in school and those who have left school without a diploma. Many of these students do not fit the school setting environment. Seventeen through 30-year olds need school alternatives such as the GED. Our youth educational deficit must be addressed in schools as well as outside the school system.

We must provide them with various effective and meaningful character building programs along with credit recovery programs. Without this program the low-wage cycle continues to widen.

We, Travis County, have a critical issue that will only increase in the number of people generating new families not having the proper skill sets. Those 100,124 people plus those 16 years old through 24 years old without a high school diploma need the proper education in order to improve their quality of life.

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

La FUENTE is only at one location in East Austin. Students come from over 33 zip codes. The population needs continue to increase faster than La FUENTE is able to serve this population.

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

#### **System for Collecting and Reporting Program Data**

La FUENTE keeps a file on each students enrolled in each program. File includes a student data sheet with: Name; telephone number; school; if court ordered; if student completed program; if student's parent was called for non-attendance; emergency contact information. Student must sign in for each class and attendance records are kept in each client's file.

Students in court ordered programs receive a completion certificate in order to take back to the court to acknowledge student has met the court order. Courts are notified of students who do not complete program by telephone or e-mail and this information is kept in student's file.

In the DELTA program, the Austin ISD keeps information. This information includes the number of modules the student passed, number of credits earned, and grade received. Also the DELTA teacher forwards to the student's assigned high school modules and/or credits earned so student will graduate from his/her assigned high school. Note—each core subject has a specific number of modules that the student must take a computerize test and pass before going to the next module; when student passes all required modules, student earns the required credit for that core subject. At the end of each semester DELTA teacher provides La FUENTE a list of students indicates the subject and modules completed by each student. Information is filed with student registration applications.

GED students must pass the Texas GED exam in order to obtain the GED certificate. It is expected that more than 50% of the students will pass the exam.

Character Building students are required to write a one page paper on: 1) the most helpful workshop topic for them; 2) what will they correct in their lives due to this workshop series, 3) sign a behavior contract. Students must bring a copy of their school attendance when they start the workshop series, after their 5<sup>th</sup> workshop and at the completion of the series. Pre- and Post-tests are administered to Character Building students.

All information is kept in the student's file. List of students who do not complete the program or are "no-shows" (mandated by courts but never register for the workshop) is sent to each court judge who ordered the student to attend the program. This information is kept in the students file. Youth Coordinator calls students when they miss a class and encourages them to return to the program.

In the summer camp program parents must fill out a registration form that include student data sheet with: name; telephone number; school; grade level; emergency contact information, number of siblings attending the camp, and if returning student. All registration forms are kept in a binder in alphabetical order. Each day parents must sign in/out their student. All attendance sheets are kept in binder. Parents are encouraged to call us if their student will be absent.

### **Program Evaluation Plan**

#### **Performance Evaluation**

The number of modules DELTA students pass is the major evaluation tool in this program. Most of the students in the program have little expectation of continuing higher education and getting a student to graduate from high school and enrolling in the community college is a major accomplishment.

GED students must pass the Texas GED exam in order to obtain the GED certificate. It is expected that more than 50% of the students will pass the exam.

The major evaluation tool for the Character Building program will be the number of students completing the 30-hour workshop series of this program. By attending all ten workshops (30-hour total) the students realize they have the potential to stay in school and move on to the next grade level. This is a major breakthrough in getting the student to comprehend that they have worth and they have the ability to stay in school.

The evaluation of the community service program is to get students to complete the court order or school required number of service hours. By completing required service hours students shall demonstrate improved attitudes/behavior.

Camp program is evaluated by daily attendance, number of returning students each year, and discipline issues and a parent survey during last week of camp. Camp teachers will complete an assessment report on how to improve the camp for the following year.

Students, parents, teachers and other school administrative staff will be surveyed for feedback about the programs. The number of referrals is also indicative of the success of the youth programs.

La FUENTE's uniqueness continues in that all its programs address specific educational needs identified by the minority community with a large number of high school dropouts. Its youth programs address the avoidance of peer pressure, teen violence, teen drinking, teen pregnancy, truancy through its positive 30-hour character building and community service programs. While a student may be court order for community service, the student may also enroll in the DELTA program and/or the Character building program as well. Therefore, comparative analysis with other outside programs are difficult to compare.

6a. Performance Measures: List applicable current and new performance measures related to the request and note the changes for Fiscal Years should this request be implemented.

Measure Name	Actual FY Measure	Revised FY Measure	Projected FY Measure at Target Level	Projected FY Measure with Added Funding
All Youth Programs # of Students	350		280 – 80.3%	
DELTA - Number completing 4 modules or gaining .5 credits in school year	40		32 – 80%	
GED (ages 16- 21) - Number registering at ACC and taking at least 3 out 5 GED exams	20		15 – 75%	
Character Building - Number showing an increased in Skills knowledge between Pre-Test and Post-Test	90		70 – 77.8%	
Community Service - Number of demonstrating improved attitudes & behavior	150		118 – 78.7%	
July Summer Camp - Evaluated by daily attendance, discipline issues and a parent survey	50		45 – 90%	

7. Impact of Not Funding: Describe the impact of not funding the request in Fiscal Year.

Without grant funding the youth programs will discontinue.

The DELTA program is a one of a kind program geared for the AISD high school student who does not adequately fits the mainstream. Since no other organization outside of AISD offers this program, these

students have great potential of dropping out of school.

GED programs have been created for those with very low academic vocabulary. This population will continue to be undereducated. These students are academically fragile and come to La FUENTE as a last resort to prepare for the GED.

The Character Building program is the only 10-week-30-hour program where students and parents must attend a parent/student workshop. Students and parents receive concrete information regarding positive behavior, school policies, good communications, and how parent and student should act and react toward each other. Without this program many of these students will continue truancy and the family will continue to be dysfunctional.

The La FUENTE Community Service is used as a great opportunity to model good citizenship, and help understand that there will always be rules to follow and there are always consequences. Without this community service many students will just take the consequences from learning from their action.

July Summer Camp is a very low cost camp for the very poor families. Without this camp the children will stay home watching TV or their older sibling may care for them while the parents are working. Maintaining their academic vocabulary will be lost.

All these programs are educational with an emphasis in improving the youth's educational life. Without these programs the under education of our youth will continue.

**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 programs(s) will not be reallocated, give reasons and include analysis.**

As this time there are no other resources for this program.

**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.**

The only internal leverage of resources are the minimal fees charged such as registration fees, GED book fees, GED \$10/4-hour lesson fee, the summer camp \$2/day fee, and the parent/student workshop \$1 registration fee. The GED fees pay for the teachers, the camp fees assist with the purchase of snacks and the parent/student workshop fee pays for the refreshments. Amounts collected depends on the number of students enrolled.

Due to serving the lowest of the low-income people, due to the youth being mandated to attend most of the youth programs, due to them placing a low priority on education because of other pressing issue, we must make the programs as attractive as possible in order for them to come-stay-succeed.

No Auditor form submitted. We hire an account each year to conduct an audit and submit findings to our Board of Directors. Attached is the Auditor's findings for 2010.

**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.**

Coordination and collaboration of services with other organizations, including strategies and methods:

- a. Coordinate with the Austin ISD. – The AISD student support services coordinates the DELTA program with it high schools while La FUENTE ensures all computers, program, facility, and funds are available.
- b. Coordinate with the Travis County and Precinct Juvenile court system when they mandate students to attend La FUENTE programs.
- c. Collaborate with middle and high schools that send students to La FUENTE programs
- d. Maintain a list of telephone numbers of various assistance agencies (Safe Place, CPS, Salvation Army, etc.) that La FUENTE Youth Coordinator utilizes as necessary to help the parents of students in our program who may have specific needs. Youth Coordinator makes first contact and parents follow through.
- e. Coordinate with Metz Recreation Center in regards to our Community Service student with special events.
- f. Collaborate with the Summer Food Bank to serve summer lunches to our July summer camp students.
- g. Maintain contact with Probation officers when they send their clients to our GED classes to ensure their clients attends classes.

**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:**

All programs are located at La FUENTE Learning Center. No additional office space is needed at this time.

## TRAVIS COUNTY – Educational STUDENTS LOST By School Year – School Age

School Yr	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	Total Lost
████	1,106	958	823	774	678	590	656	702	640	566	552	353	████
████	2,974	2,919	2,747	2,711	2,532	2,455	2,549	2,579	2,504	2,639	2,589	2,313	████
████	1,475	1,233	1,000	760	624	652	587	515	354	296	276	235	████
<b>Total</b>	<b>5,628</b>	<b>5,192</b>	<b>4,627</b>	<b>4,289</b>	<b>3,913</b>	<b>3,774</b>	<b>3,877</b>	<b>3,870</b>	<b>3,457</b>	<b>3,404</b>	<b>3,397</b>	<b>2,917</b>	<b>████</b>

2009-10 Attrition Rates: Travis  
 Af Am - █████ Hispanic - █████ White - █████ Total - 30%

Source: Intercultural Development Research Association, October 2010

### 2009-2010 Travis County School Districts/Charters Population

Af Am - (12%) █████ Hispanic - (49%) █████ White - (35%) █████ Other - (4%) 7,179 = 154,587

Source: www.tea.state.tx.us - AEIS 2009-2010 Report

### 2010 Travis County - Population 25 Years and Older

Less than 9 <sup>th</sup> Grade -	(7%)	49,181	} 100,124
9 - 12 <sup>th</sup> Grade No Diploma -	(8%)	50,943	
High School Graduate -	(18%)	115,631	
Some college, no degree -	(20%)	132,012	
Associate's degree -	(6%)	36,163	
Bachelor's degree -	(27%)	179,053	
Graduate/ professional -	(16%)	102,415	

Source: 2010 Travis County American Community Survey 1-Year Estimate

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**FORM #4: PROGRAM BUDGET**

Date prepared: 06/28/2011  
03/23/2012

Agency: Forming, Uniting, & Educating  
Neighbors Toward Excellence  
 (La FUENTE Learning Center)

Program: Travis County Youth Educational Needs

Instructions: Provide whole dollar amounts for each applicable line item. **IMPORTANT: DO NOT INCLUDE ANY PROGRAM INCOME.**

**ON THIS PAGE.** Note that the line items with asterisks \*\* will require prior approval - Refer to your Contract Language.

<i>IMPORTANT: All \$ amounts must be whole dollars only (no cents)</i>			
PERSONNEL	Requested COUNTY Amount	Amount Funded by ALL OTHER Sources	* TOTAL Budget (ALL funding sources)
Administrative Salaries - Regular Time	0	0	0
Direct Service Salaries - Regular Time			
Administrative Salaries Overtime			
Direct Service Salaries - Overtime			0
Benefits			0
<b>A. SUBTOTALS: PERSONNEL</b>	0	0	0
<b>OPERATING EXPENSES</b>			
General Operating Expenses	0	0	0
Insurance/Bonding	6,000	4,000	0
Audit Expenses (provide details for this line item in the Subcontracted Expenses form)	3,000	1,000	0
Consultants/Contractual (provide details for this line item in the Subcontracted Expenses form)	22,820		0
Staff Travel - <u>within Travis County</u>	0		0
Conferences/Seminars/Training - <u>within Travis County</u>	0		0
** Staff Travel - <u>out of County</u>	0		0
** Conferences/Seminars - <u>out of County</u>	0		0
<b>B. SUBTOTALS: OPERATING EXPENSES</b>	0	0	0
<b>DIRECT ASSISTANCE</b>			
Food/Beverage for Clients (NOTE: Alcoholic beverage expenditures are not eligible or allowable)	0	0	0
Financial Assistance for Clients (e.g. rent, mortgage, utilities)	0		0
Other (specify) See attached worksheet	13,490		0
			0
<b>C. SUBTOTALS: DIRECT ASSISTANCE</b>	0	0	0
<b>EQUIPMENT/CAPITAL OUTLAY</b>			
** (specify equipment)	0	0	0
<b>D. SUBTOTALS: EQUIPMENT/CAPITAL OUTLAY</b>	0	0	0
<b>GRAND TOTAL (A + B + C + D)</b>	<b>45,310<sup>0</sup></b>	<b>5,000<sup>0</sup></b>	<b>0</b>
<b>PERCENT SHARE of Total for Funding Sources:</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>100.0%</b>

**FORM #4: PROGRAM BUDGET**

**DIRECT ASSISTANCE - OTHER  
CLARIFICATION**

**Date Prepared: 03.23.2012**

**Agency: Forming, Uniting & Educating Neighbors Toward Excellence (La FUENTE Learning Center)**

**Program: Travis County Youth Educational Needs**

**Direct Assistance:**

<b>\$4,810</b>	<b>High Speed Internet &amp; Phone</b>
<b>\$2,800</b>	<b>July Summer Camp Curriculum and Crafts Materials</b>
<b>\$2,080</b>	<b>Character Building Workbooks and Materials</b>
<b>\$1,700</b>	<b>Community Service Gardening and Cleaning Material</b>
<b>\$1,000</b>	<b>GED Workbooks</b>
<b>\$ 600</b>	<b>Computer Lab Tech Support</b>
<b>\$ 500</b>	<b>Parent/Student Educational Material</b>



Form #8: **SUBCONTRACTED EXPENSES FORM**  
for 2013 Social Service Contracts funded by Travis County

Forming, Uniting, & Educating  
Neighbors Toward Excellence

Date prepared: <sup>03/23/2012</sup> 00/00/2011

Agency: (La FUENTE Learning Center)

Program: Travis County Youth Educational Needs

Please provide TOTAL PROGRAM information for all of this program's subcontractors whose professional services will be charged to this program. Include all subcontracts regardless of funding source.

SUBCONTRACT #1		
Name of Subcontractor	Austin ISD	
Term of Subcontract	FY 2013	
Services to be Subcontracted	DELTA Teacher	
Number of Clients to be Served (if applicable)	40	
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$ 3,000	<u>ALL OTHER Sources amount</u> \$ 0	<u>TOTAL</u> \$ 3,000

SUBCONTRACT #2		
Name of Subcontractor	Kathy Vasquez	
Term of Subcontract	FY 2013	
Services to be Subcontracted	Coordinator Youth Programs	
Number of Clients to be Served (if applicable)	350	
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$ 13,600	<u>ALL OTHER Sources amount</u> \$ 0	<u>TOTAL</u> \$ 13,600

SUBCONTRACT #3		
Name of Subcontractor	Olga Cuellar	
Term of Subcontract	FY 2013	
Services to be Subcontracted	Summer Camp Curriculum Development	
Number of Clients to be Served (if applicable)	50	
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$ 2,200	<u>ALL OTHER Sources amount</u> \$ 0	<u>TOTAL</u> \$ 2,200

(If needed for additional subcontracts, copy blocks above to a new page and re-number them accordingly)

Form #8: **SUBCONTRACTED EXPENSES FORM**  
for 2013 Social Service Contracts funded by Travis County

Forming, Uniting, & Educating  
Neighbors Toward Excellence

Date prepared: <sup>03/23/2012</sup> 00/00/2011

Agency: (La FUENTE Learning Center)

Program: Travis County Youth Educational Needs

Please provide TOTAL PROGRAM information for all of this program's subcontractors whose professional services will be charged to this program. Include all subcontracts regardless of funding source.

SUBCONTRACT #4		
Name of Subcontractor	Ashley Vasquez	
Term of Subcontract	FY 2013	
Services to be Subcontracted	July Summer Camp Teacher	
Number of Clients to be Served (if applicable)	50	
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$ 1,200	<u>ALL OTHER Sources amount</u> \$ 0	<u>TOTAL</u> \$ 1,200

SUBCONTRACT #5		
Name of Subcontractor	3 Aides	
Term of Subcontract	FY 2013	
Services to be Subcontracted	July Summer Camp	
Number of Clients to be Served (if applicable)	50	
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$ 2,100	<u>ALL OTHER Sources amount</u> \$ 0	<u>TOTAL</u> \$ 1,200 (\$700 each)

SUBCONTRACT #6		
Name of Subcontractor	Melanie Perez	
Term of Subcontract	FY 2013	
Services to be Subcontracted	GED Tutor	
Number of Clients to be Served (if applicable)	20	
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$ 720	<u>ALL OTHER Sources amount</u> 0	<u>TOTAL</u> \$ 720

(If needed for additional subcontracts, copy blocks above to a new page and re-number them accordingly)

Form #8: **SUBCONTRACTED EXPENSES FORM**  
for 2013 Social Service Contracts funded by Travis County

Forming, Uniting, & Educating  
Neighbors Toward Excellence  
(La FUEENTE Learning Center)

Date prepared: 03/23/2012  
00/00/2011

Agency: \_\_\_\_\_

Program: Travis County Youth Educational Needs

Please provide TOTAL PROGRAM information for all of this program's subcontractors whose professional services will be charged to this program. Include all subcontracts regardless of funding source.

SUBCONTRACT #7		
Name of Subcontractor	Debra Petersonscott	
Term of Subcontract	FY 2013	
Services to be Subcontracted	CPA/Auditor	
Number of Clients to be Served (if applicable)		
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$ 3,000	<u>ALL OTHER Sources amount</u> \$ 1,000	<u>TOTAL</u> \$ 4,000

SUBCONTRACT #8		
Name of Subcontractor	Philadelphia Ins.	
Term of Subcontract	FY 2013	
Services to be Subcontracted	Liability Insurance	
Number of Clients to be Served (if applicable)		
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$ 6,000	<u>ALL OTHER Sources amount</u> \$ 4,000	<u>TOTAL</u> \$ 10,000

SUBCONTRACT #3		
Name of Subcontractor		
Term of Subcontract		
Services to be Subcontracted		
Number of Clients to be Served (if applicable)		
Dollar Amounts by Funding Source:		
<u>TRAVIS COUNTY amount</u> \$	<u>ALL OTHER Sources amount</u> \$	<u>TOTAL</u> \$

(If needed for additional subcontracts, copy blocks above to a new page and re-number them accordingly)