

**Back Up for Budget Hearings
August 9, 2013**

Constable Precinct 4 – 2:00 pm to 2:30 pm

County Clerk – 2:30 pm to 3:00 pm

Health and Human Services – 3:00 pm to 4:00 pm

Constable Precinct 4

Budget Hearing Back-Up

August 9, 2013

ITEMS TO BE DISCUSSED BY CONSTABLE, PRECINCT FOUR

- Required Support Staff

**FY 2014 PRELIMINARY BUDGET
Constable Precinct Four (134) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
FY 13 Adopted Budget	1,624,701	-	1,624,701	19,698	1,644,399	20.50		2
<i>FY 14 Target Programmatic Adjustments</i>								
One-time Building Enhancements	-	(7,890)	(7,890)		(7,890)			3
One-time Equipment for SROs	-	(619)	(619)		(619)			
One-time Radio Replacement	-	-	-	(19,698)	(19,698)			
Subtotal- Target Adjustments	-	(8,509)	(8,509)	(19,698)	(28,207)	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Open Enrollment Adjustment	(21,755)	-	(21,755)		(21,755)			
Subtotal- Target Compensation and Benefit Adjustments	(21,755)	-	(21,755)	-	(21,755)	-		
<i>FY 14 Target PBO and Other Changes</i>								
Subtotal- Target PBO and Other Changes	-	-	-	-	-	-		
FY 14 Target Budget	1,602,946	(8,509)	1,594,437	-	1,594,437	20.50		
FY 14 Budget Submission	1,594,437	-	1,594,437	-	1,594,437	20.50		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
Security Staffing at Martinez	71,849	1,300	73,149	4,879	78,028	1.00	PBO recommends funding for a Deputy Constable position to help with security needs at the Ray Martinez Building.	7
Cash Handling Support Staff	19,366	1,200	20,566	5,114	25,680	0.50	PBO recommends funding for a 0.5 FTE, to be merged with the current 0.5 position in the department.	9
Replacement Radios	-	-	-	24,552	24,552	-	PBO recommends funding of the third installment of this multi-year, multi-phase replacement plan.	11
Replacement Vehicle	-	-	-	36,250	36,250	-	PBO recommends replacement of this vehicle on the A List of the Vehicle Users Committee.	12
Subtotal- Prelim Programmatic Recommendations	91,215	2,500	93,715	70,795	164,510	1.50		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Subtotal- Prelim Compensation and Benefits Recommendations	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Health Contra	(21,246)	-	(21,246)		(21,246)	-	This value is now being budgeted in individual departments.	3

**FY 2014 PRELIMINARY BUDGET
Constable Precinct Four (134) - General Fund**

True-Up for Constable Sergeant	14,486	-	14,486	14,486	-	PBO recommends that additional funds be added to the department's budget to correct an underfunded position.	3
Remove Long Distance	(600)	-	(600)			Departments will no longer be charged for long distance, and accordingly, these budgets in departments are being reallocated centrally to ITS.	3
Health Insurance Increase	11,014	-	11,014	11,014	-	Based on an approximate 6% increase in the County's health care contributions.	4
Retirement Increase	6,171	-	6,171	6,171	-	Represents a 4.2% increase in the County's retirement contributions.	4
Subtotal- Prelim PBO and Other Changes	9,825	-	9,825				
FY 14 Preliminary Budget	1,695,477	2,500	1,697,977	70,795	1,768,772		
<i>Total Changes</i>							
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	70,776	2,500	73,276	51,097	124,373		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	92,531	11,009	103,540	70,795	174,335		

**FY 2014 PRELIMINARY BUDGET
Constable Precinct Four (134) - General Fund**

	Ongoing Total	One-Time Total	Subtotal Operating Budget	Capital	Total Requested	FTE	PBO Comments	Page #
<i>Budget Requests</i>								
Security Staffing at Martinez	\$ 44,145	\$ 1,100	\$ 45,245	56001	\$ 101,246	1.00	PBO recommended funding for one of two FTEs for the Security request.	7
Cash Handling Support Staff	\$ 53,543	\$ -	\$ 53,543	3179	\$ 56,722	1.00	PBO recommended funding for 0.5 of 1.5 FTEs for the support staff request.	9
Total Unfunded Budget Requests	\$ 97,688	\$ 1,100	\$ 98,788	\$ 59,180	\$ 157,968	2.00		

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Memorandum

To: Commissioner's Court
From: Constable Maria Canchola, Precinct 4 *M.C.*
Date: 7/31/2013
Re: FY-14 Budget Request – Administrative Associate

This year I submitted a request for 1.5 support staff positions for review by the Planning and Budget Office. PBO has concurred with our assessment that our office is in need of a part time Clerk. However, they chose not to recommend adding an Administrative Associate to Precinct Four Constable's Office staff.

While a Court Clerk can process warrants and civil papers received by this office, the high-level administrative demands placed on our small office over the past several years have grown significantly. We only have the one Office Manager to handle this great volume of administrative duties. The problem which PBO's recommendation does not address, is that many of the required administrative tasks are either of a complexity beyond the capability of a Court Clerk to handle or relate to sensitive and confidential issues that should not be shared with the office staff. Examples of these complex and sensitive tasks include:

- Compilation of requested documents for the County Attorney's Office.
- Contract administration and audit review with various governmental agencies such as Texas Workforce Commission and the Department of Public Safety.
- Interdepartmental coordination with ITS, Facilities, Auditor, Human Resources, TCSO, and other Constables.

Payroll processing and certification since the implementation of SAP has become very time consuming. My Chief Deputy has assumed a large portion of our payroll processing duties due to the shortage of higher level support personnel.

HRMD has changed the recruiting process so that the pre-screening and printing of applications is now done by our Office Manager. It takes a great deal of time for the Office Manager to sort through, screen, and print the up to 900 applications we receive on each posted position. Our small office relies upon a single copier/printer/fax and so this work has to be done after hours to maintain the confidentiality of applicant's personal information as well as to keep our single

July 31, 2013

printer/copier/fax resource available for the rest of the staff during the workday. Candidates are given pre-employment tests that must be scored, they must be interviewed, and hiring paperwork processed. All of the above complex duties are on top of the existing workload demands regarding: Purchasing, Accounts Payable, Accounts Receivable, preparing remittances to the court on a daily basis, internal auditing, training new employees, benefits coordination, testing, scheduling, budget preparation, etc.

The Office Manager, Chief Deputy, and I regularly work 50 hours or more per week and usually work straight through the lunch hour. It is a rare occurrence for any member of the management team to get out of the office and take a full lunch hour. Furthermore, I can ill afford to approve vacation days for the Office Manager as there is no other position qualified to assume these duties in her absence.

I have held this office for thirteen years and I have always deferred to the recommendations of PBO. However, this time, out of concern for our employees' welfare and the need to provide the best quality service to our clients, I come to the Commissioner's Court requesting funding to hire an Administrative Associate to help us meet the demands placed upon our Office by the County, State, and our clients.

**Req #2: Required Support Staff
Fund: General Fund**

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs	1.5	0.5	0.5
Personnel	\$82,244	\$18,966	\$18,966
Operating	\$1,600	\$1,600	\$400
Subtotal	\$83,844	\$20,566	\$19,366
Capital	\$8,293	\$5,114	\$0
Total Request	\$92,137	\$25,680	\$19,366

Dept. Summary of Request:

Constable Precinct Four is requesting one Administrative Associate and one half-time Court Clerk I position to support daily operations of the Precinct in compliance with County standards.

The Constable's Office provided the following justification for this budget request.

The County Auditor's Office has established payment processing guidelines that require strict separation of duties in order to avoid theft and diversion of funds. With the limited administrative staff in our small office we are unable to maintain the separation of duties required by the Auditor. The Auditor requires that we maintain separation of duties, an employee who receives cash can neither deposit it or disburse it. Furthermore we encounter difficulties processing payments and depositing funds within the guidelines set by state law. Funding a 20 hour per week Court Clerk position help us meet the Auditor's recommendations for cash handling.

Implementation of the SAP system has placed additional workload demands on a staff already stretched thin. We request an Administrative Associate to Support the Constable, Chief Deputy, and Office Manager coordinating staff, serving as departmental time approver, handling administrative affairs for the Constable, notarizing documents, responding to outside agency audits, records management, racial profiling reporting, productivity measurement and reporting, payroll certification, tracking physical assets and issued items, and researching Requests for Information.

With the addition of 1.5 FTEs the Constables office will be able to maintain the separation of duties required by the Auditor and process SAP documents in an efficient and timely manner. Deputies will have a consistent professional radio resource to depend on in times of emergency and the other staff in the office will be able to focus on their primary assigned duties: customer service, cash handling, warrant research, etc.

PBO Recommendation:

PBO recommends adding one part-time Court Clerk I position to the department, and merging the position with the current 0.5 position in the department. The 0.5 Court Clerk position was approved in the FY 13 Budget, but the department reports that it has had difficulty filling the

half-time position. Creating a full-time position will help the department attract desirable applicants for the position, and will also provide additional support for extra work in the department. The added FTE will bring the employee count in this division from 7.5 FTE to 8 FTE. The department has indicated that this level of additional staff time will help with both workload and duty coverage issues.

PBO does not recommend adding the Administrative Associate at this time, with the aim that the department will use the additional FTE man-hours provided by bringing the Court Clerk I position from part-time to full-time to cover the workload issues in the department.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Number of Days without adequate separation of cash handling duties among clerks	99	80	80	5

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Required Support Staff	2
Name of Program Area: (From applicable PB-3 Form)	Civil Division	
Funds Center:	1340010001	
Total Amount of Request:	\$91,329	
Collaborating Departments/Agencies:	N/A	
Contact Information (Name/Phone):	Chief Deputy Don Bowne (x 49488)	

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

The Constables Office requests an Administrative Associate and 0.5 Court Clerk I to support daily operations of the Precinct in compliance with County standards. These positions are needed in order to process workload in a timely manner

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

The County Auditor's Office has established payment processing guidelines that require strict separation of duties in order to avoid theft and diversion of funds. With the limited administrative staff in our small office we are unable to maintain the separation of duties required by the Auditor. Furthermore we encounter difficulties processing payments and depositing funds within the guidelines set by state law. Funding a 20 hour per week Court Clerk position help us meet the Auditor's recommendations for cash handling.

Implementation of the SAP system has placed additional workload demands on a staff already stretched thin. We request an Administrative Associate to Support the Constable, Chief Deputy, and Office Manager coordinating staff, serving as departmental time approver, handling administrative affairs for the Constable, notarizing documents, and researching Requests for Information.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

With the addition of two FTEs the Constables office will be able to maintain the separation of duties required by the Auditor and process SAP documents in an efficient and timely manner. Deputies will have a consistent professional radio resource to depend on in times of emergency and the other staff in the office will be able to focus on their primary assigned duties: customer service, cash handling, warrant research, etc.

4. 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.

We can measure the effectiveness of this enhancement by the reduction in number of times a deputy has to repeat radio transmissions to the Precinct. As well as the improved timeliness of responding to citizen and interdepartmental inquiries.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Number of Days without adequate separation of cash handling duties among clerks	99	80	80	5

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

The Local Government Code mandates that funds be deposited with the Treasurer on the next business day. The Auditor requires that we maintain separation of duties, an employee who receives cash can neither deposit it or disburse it. By receiving these positions, we will be able to maintain separation of duties and improve the timely deposit of funds, processing of payroll, response to Requests for Information.

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.

The Local Government Code mandates that funds be deposited with the Treasurer on the next business day. The Auditor requires that we maintain separation of duties, an employee who receives cash can neither deposit it or disburse it. Not receiving these positions will hamper our ability to comply with state law and County Policies.

7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.

N/A

8.	Additional Revenue: Does this proposal generate additional revenue? Y/N	No
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>	

9.	If requesting a new position(s), is office space currently available? Y/N	Yes
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. If yes, identify proposed position location below:	
	Building Location#	Floor #
	Suite/Office #	Workstation #

10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).

N/A

10b. 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

County Clerk

Budget Hearing Back-Up

August 9, 2013

ITEMS TO BE DISCUSSED BY THE COUNTY CLERK'S OFFICE

- New Voting System

**FY 2014 PRELIMINARY BUDGET
County Clerk (120) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
FY 13 Adopted Budget	9,582,226	50,987	9,633,213	237,000	9,870,213	110.21		
<i>FY 14 Target Programmatic Adjustments</i>								
Remove CAR	-	-	-	(237,000)	(237,000)			
Remove Election Transition Slot	-	(41,307)	(41,307)		(41,307)			
Remove one-time equipment	-	(9,680)	(9,680)		(9,680)			
Mid Year FY 13 Tech Share Pos.	85,761	-	85,761		85,761	1.00		
Subtotal- Target Adjustments	85,761	(50,987)	34,774	(237,000)	(202,226)	1.00		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Reverse Open Enrollment	60,761	-	60,761		60,761			
Subtotal- Target Compensation and Benefit Adjustments	60,761	-	60,761	-	60,761	-		
<i>FY 14 Target PBO and Other Changes</i>								
None.	-	-	-	-	-			
Item 2	-	-	-	-	-			
Subtotal- Target PBO and Other Changes	-	-	-	-	-	-		
FY 14 Target Budget	9,728,748	-	9,728,748	-	9,728,748	111.21		
FY 14 Budget Submission	9,728,748	-	9,728,748	-	9,728,748	111.21		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
Election Capital Equipment	-	-	-	32,320	32,320	-	\$39,000 In Facilities Management Budget.	
Remodeling at Courthouse Phase I	\$ -	\$ -	\$ -	-	-	-		
Subtotal- Prelim Programmatic Recommendations	-	-	-	32,320	32,320	-		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Add Hospitalization savings	(50,596)	-	(50,596)		(50,596)	-	Numbers being finalized	
Comp TBD	-	-	-		-	-		
Employee Health	64,036	-	64,036		64,036	-		
Employee Retirement	30,728	-	30,728		30,728	-		
Subtotal- Prelim Compensation and Benefit Recommendations	44,168	-	44,168	-	44,168	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Elections Increase FY 14	-	1,475,518	1,475,518		1,475,518	-	Numbers being finalized	
Long Distance centralized in ITS	(980)	-	(980)		(980)	-		
Subtotal- Prelim PBO and Other Changes	(980)	1,475,518	1,474,538	-	1,474,538	-		
FY 14 Preliminary Budget	9,771,936	1,475,518	11,247,454	32,320	11,279,774	111.21		
<i>Total Changes</i>								
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	189,710	1,424,531	1,614,241	(204,680)	1,409,561	1.00		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	43,188	1,475,518	1,518,706	32,320	1,551,026	-		

**FY 2014 PRELIMINARY BUDGET
County Clerk (120) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
FY 13 Adopted Budget	1,005,905	579,173	1,585,078	-	1,585,078	7.35		
<i>FY 14 Target Programmatic Adjustments</i>								
Remove Reserves	-	(504,743)	(504,743)		(504,743)			
Remove One-time	-	(74,430)	(74,430)		(74,430)			
Subtotal- Target Adjustments	-	(579,173)	(579,173)	-	(579,173)	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Reverse Open Enrollment	7,565	-	7,565		7,565			
Subtotal- Target Compensation and Benefit Adjustments	7,565	-	7,565	-	7,565	-		
<i>FY 14 Target PBO and Other Changes</i>								
Item 1	-	-	-		-			
Subtotal- Target PBO and Other Changes	-	-	-		-			
FY 14 Target Budget	1,013,470	-	1,013,470	-	1,013,470	7.35		
FY 14 Budget Submission	1,013,470	-	1,013,470	-	1,013,470	7.35		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
Airport Remodel	-	140,148	140,148		140,148			
Subtotal- Prelim Programmatic Recommendations	-	140,148	140,148	-	140,148	-		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Employee Health TBD	3,855	-	3,855		3,855			
Employee Retirement TBD	2,802	-	2,802		2,802			
Subtotal- Prelim Compensation and Benefit Recommendations	6,657	-	6,657	-	6,657	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Alloc Rsv 3rd Rev	-	1,115,235	1,115,235		1,115,235			
Subtotal- Prelim PBO and Other Changes	-	1,115,235	1,115,235	-	1,115,235	-		
FY 14 Preliminary Budget Total Changes	1,020,127	1,255,383	2,275,510	-	2,275,510	7.35		
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	14,222	676,210	690,432	-	690,432	-		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	6,657	1,255,383	1,262,040	-	1,262,040	-		

**FY 2014 PRELIMINARY BUDGET
County Clerk (120) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
FY 13 Adopted Budget	551,869	488,084	1,039,953	-	1,039,953	-		
FY 14 Target Programmatic Adjustments								
Item 1	-	-	-	-	-	-		
Subtotal- Target Adjustments	-	-	-	-	-	-		
FY 14 Target Compensation and Benefit Adjustments								
Item 1	-	-	-	-	-	-		
Subtotal- Target Compensation and Benefit Adjustments	-	-	-	-	-	-		
FY 14 Target PBO and Other Changes								
Item 1	-	-	-	-	-	-		
Subtotal- Target PBO and Other Changes	-	-	-	-	-	-		
FY 14 Target Budget	551,869	488,084	1,039,953	-	1,039,953	-		
FY 14 Budget Submission	1,039,953	-	1,039,953	-	1,039,953	-		
FY 14 Preliminary Budget Programmatic Recommendations								
Item 1	-	-	-	-	-	-		
Subtotal- Prelim Programmatic Recommendations	-	-	-	-	-	-		
FY 14 Preliminary Budget Compensation and Benefits Recommendations								
Employee Retirement TBD	163	-	163	-	163	-		
Subtotal- Prelim Compensation and Benefit Recommendations	163	-	163	-	163	-		
FY 14 Preliminary Budget PBO and Other Changes								
Balance to 3rd Rev Est	-	106,634	106,634	-	106,634	-		
Subtotal- Prelim PBO and Other Changes	-	106,634	106,634	-	106,634	-		
FY 14 Preliminary Budget	1,040,116	106,634	1,146,750	-	1,146,750	-		
Total Changes								
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	488,247	(381,450)	106,797	-	106,797	-		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	488,247	(381,450)	106,797	-	106,797	-		

**FY 2014 PRELIMINARY BUDGET
County Clerk (120) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
FY 13 Adopted Budget	828,118	604,311	1,432,429	-	1,432,429	3.44		
<i>FY 14 Target Programmatic Adjustments</i>								
Remove one-time	-	(360,000)	(360,000)		(360,000)			
Remove Reserves	-	(244,311)	(244,311)		(244,311)			
Subtotal- Target Adjustments	-	(604,311)	(604,311)	-	(604,311)	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Reverse Open Enroll C. Clk.	3,298	-	3,298		3,298			
Reverse Open Enroll RMCR	2,072	-	2,072		2,072			
Subtotal- Target Compensation and Benefit Adjustments	5,370	-	5,370	-	5,370	-		
<i>FY 14 Target PBO and Other Changes</i>								
Item 1	-	-	-		-			
Subtotal- Target PBO and Other Changes	-	-	-		-			
FY 14 Target Budget	833,488	-	833,488	-	833,488	3.44		
FY 14 Budget Submission	603,218	-	603,218	-	603,218	3.44		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
RMCR Budget	230,986	-	230,986		230,986	-		
Subtotal- Prelim Programmatic Recommendations	230,986	-	230,986	-	230,986	-		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Employee Health TBD	1,805	-	1,805		1,805			
Employee Retirement TBD	1,141	-	1,141		1,141			
Subtotal- Prelim Compensation and Benefit Recommendations	2,946	-	2,946	-	2,946	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Allocated Rsv. 3rd Rev	-	1,295,301	1,295,301		1,295,301	-		
Subtotal- Prelim PBO and Other Changes	-	1,295,301	1,295,301	-	1,295,301	-		
FY 14 Preliminary Budget Total Changes	837,150	1,295,301	2,132,451	-	2,132,451	3.44		
<i>Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget</i>								
	9,032	690,990	700,022	-	700,022	-		
<i>Difference - FY 14 Prelim Budget Less FY 14 Target Budget</i>								
	3,662	1,295,301	1,298,963	-	1,298,963	-		

FY 2014 PRELIMINARY BUDGET

Budget Requests Not Recommended for Funding

	Ongoing Total	One-Time Total	Subtotal Operating Budget	Capital	Total Requested	FTE	PBO Comments	Page #
<i>Budget Requests</i>								
New Voting System	\$ -	\$ -	\$ -	\$ 8,233,850	\$ 8,233,850		Pending final numbers and outcome of grant	
Replacement Vehicle Elections	-	-	-	27,500	27,500	-	PBO recommends the use of Truck rental	
Election Capital Equipment	-	-	-	37,980	37,980	-	Phase over two years	
Security Improvements	\$ -	\$ -	\$ -		\$ -		Pending Security Discussion with Court, funding part of security reserve.	
Remodeling at Courthouse, Phase II								
	\$ -	\$ -	\$ -		\$ -		In Facilities Management Budget Discussion, Pending Courthouse plan.	
Total Unfunded Budget Requests	\$ -	\$ -	\$ -	\$ 8,299,330	\$ 8,299,330	-		

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Travis County Clerk Dana DeBeauvoir

(512) 854-9188
P.O. Box 149325, Austin, TX 78714-9325
www.traviscountyclerk.org

July 26, 2013

TO: Travis County Commissioners Court
FROM: Dana DeBeauvoir
RE: Budget Request for New Voting System for Travis County

We are requesting funding from the Travis County Commissioners Court for the purchase of a new voting system. The plan is for an RFP (or similar instrument) to be released early in 2014 for the development of a new system that will be ready for use in the 2015 elections. Our estimated cost for this project is approximately \$8,063,124. We will be presenting this item briefly during our budget hearing and in more detail during a regular voting session (the date is being determined by Judge Biscoe).

Background on the Development of a New Voting System

When Travis County purchased its current DRE voting system in 2001, its estimated life span was ten years. Today, this system continues to perform well, but it is time for the County to purchase a replacement system.

In 2009, we selected a diverse group of citizens from across the community to serve on the Travis County Clerk's Election Study Group with the purpose of deciding what type of system Travis County wanted for the future. After the committee spent many hours reviewing this subject, the group determined that the County should purchase a system that incorporates voter-verified paper ballots and electronic tabulation. The committee looked at the voting systems currently on the market and determined that none of them met the standards they demanded. They also did not like that the current structure allowed them to choose from only a handful of systems offered by only a few vendors. In response, they directed the County Clerk to push for changes that would enable the County to obtain a system that had better security, software design, reliability, auditability, and usability. The Study Group brought this item to Commissioners Court in 2010, and the Court voted to approve the Group's recommendations for moving to a new voting system.

To meet this challenge, we teamed up with Professor Dan Wallach at Rice University. Professor Wallach is a well-respected election system expert and critic of current electronic voting systems. With his help, we did what no one else in the country had done. We brought together computer and usability experts, activists, and administrators to design a system that answered a wide range of concerns previously unaddressed by election system vendors. With their assistance, we are on the verge of completing a draft RFP for a system called STAR-Vote (Secure, Transparent, Auditable, and Reliable.)

STAR-Vote is a new kind of voting system that combines the speed, reliability, and accessibility of electronic voting with the confidence of a paper ballot. This system is designed to be the most secure available – and is created with such strong processes and controls that it is not necessary to trust the software to trust the election outcome. This is a voting system designed to make elections secure, transparent, auditable, and reliable to an extent never before deemed possible – and to do so using off the shelf hardware and by keeping maintenance and replacement costs lower than ever before.

Highlights of What Will be Included in the Specifications for this New System

The RFP will require this system to provide:

- 1. Unprecedented Security Using an Evidence-Based Election Model:** This system will employ a variety of strategies to increase security, accuracy, and transparency including the use of cryptography and risk-limiting audits. These methods will provide administrators and the public the ability to verify the accuracy of the outcome of an election independent from the voting system's software.
- 2. The Flexibility Required for Different Voting Conditions:** This system will have the elements necessary to provide an efficient paper ballot/electronic vote system at early voting locations, mega-vote sites, and election day vote centers.
- 3. Continued Voter Ease and Accessibility:** This system will ensure voters have a straight-forward, user-friendly method for casting their ballots and offer disabled voters the opportunity to cast a secret ballot.
Cost Savings: Cost reductions will be realized by relying on commercial-off-the-shelf (COTS) hardware, minimizing waste from printing large inventories of paper ballots, significantly reducing maintenance costs, and allowing modular upgrades.
- 4. Accurate Capture of Voter Intent:** The use of machine-marked paper ballots will substantially eliminate the issues associated with paper ballots and determining voter intent. As we know from our previous optical scan system, the task of reviewing every ballot for stray marks or unique vote-marking methods is labor intensive. It also frequently requires election workers to "guess" how voters intended to vote.
- 5. Accurate Assignment of the Correct Ballot Format:** This system will electronically determine the correct ballot format for each voter depending on their voter registration address. With overlapping jurisdictions and districts that sometimes do not conform to precinct boundaries; a single precinct can have multiple ballot formats (Precinct 301a, 301b, etc.). Eliminating the manual entry of this information by election workers will significantly reduce the chance of errors.
- 6. Quality Design of Software and Mitigation of Risk from Malicious Coding:** The RFP will ask for the use of open source software or a modified version of open source software. A "RED" team of independent computer experts will review the code as it is developed to ensure it is being done according to standards.

Costs

Our estimated cost for this new system is \$8,063,124 of which \$5,563,124 is allocated for the development and testing of software for the new voting system. The project includes the development of over 60 self-contained functional elements and data interfaces as well as project management, administrative, and academic consultant costs. This includes two development contractors – one for general development and one specializing in complex cryptography. Additionally, \$590,000 will be utilized for a contractor specializing in secure software engineering. A contingency factor has been included for elements considered to have a high risk of cost or time over runs.

\$2,500,000 is budgeted for hardware costs. These costs will cover approximately 3000 computer tablets, 2500 printers, 600 bar code scanners, 500 ballot boxes, and other associated peripherals.

While we were not successful in obtaining the Department of Defense Uniformed and Overseas Absentee Voting Act (UOCAVA) Grant, we will continue making efforts to find other funding to cover a portion of these costs.

Description of Attachments

We have attached additional information that illustrates how a voter would experience this new voting system, a sheet that further describes some of the challenges this system will address, and a paper that provides a detailed description of the new system.

We are more than eager to discuss this project. Please let us know if you require additional information. Thank you for your consideration of this item.

FY 2014 BUDGET REQUEST ANALYSIS

Req #: New Voting System

Fund: 0001 General Fund

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs	0	0	0
Personnel	\$0	\$0	\$0
Operating	\$0	\$0	\$0
Subtotal	\$0	\$0	\$0
Capital	\$8,233,850	\$0	\$0
Total Request	\$8,233,850	\$0	\$0

Dept. Summary of Request:

We are requesting commitment from the Travis County Commissioners Court toward the purchase of a new voting system. The plan is for an RFP (or similar instrument) to be published in 2014 and that a new system is used to conduct the May 2015 election. The estimated cost for this project is \$8,233,850.

The County Clerk’s request consists of two major parts:

\$5,563,124 for Software Development: This will cover the development and testing of software for the new voting system. The project includes the development of 59 self-contained functional elements and data interfaces as well as project management, administrative, and academic consultant costs. This includes two development contractors – one for general development and one specializing in complex cryptography. Additionally, \$590,000 is included in the programming costs for a contractor specializing in secure software engineering. A contingency factor has been included for elements considered to be a high risk of cost or time over runs.

\$2,500,000 for Hardware Costs: Hardware costs include approximately 3,000 computer tablets, 2,500 printers, 600 bar code scanners, 500 ballot boxes, and other associated peripherals.

PBO Recommendation:

As part of this request, the County Clerk submitted a grant to the U.S. Department of Defense (DoD) to improve the system by which members of the armed forces absentee vote. This grant would reduce the potential cost to Travis County for the new system. The request to the DoD totals \$4,221,800 and would substantially reduce the totalcost of the proposed system from \$8,233,850 to \$3,841,324 should a new system and grant be approved. PBO recommends any funding determination be pending the outcome of this grant application.

PBO has requested a specific detailed budget for the replacement equipment. The grant request included significant details about the software planning costs, but it may be the case that hardware costs will not be able to be clearly defined until the software development is more developed. Also, PBO recommends the development of estimated ongoing costs to maintain and

modify the system annually and to replace the hardware purchased to support the new system and what the expected lifespan of the new system.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Mandated elections held	1	1	1	1
Other elections held	30	36	33	33
Precincts in Travis County	247	247	247	247
Registered voters in Travis County	606,895	434,569	625,959	625,959

Additional Comments:

The County Clerk submitted the following information with their budget submission about this request:

When Travis County purchased its current DRE voting system in 2001, its life span was estimated at ten years. Today, this system continues to perform well, but it is time for the County to purchase a replacement system.

With this anticipated change in mind, the County Clerk convened the Travis County Clerk's Election Study Group in 2009 and 2010 to decide what type of system Travis County wanted for the future. After the committee spent many, many hours reviewing this subject, the group determined that the County should purchase a system that incorporates both voter-verified paper ballots and electronic tabulation. The committee looked at the voting systems currently on the market and decided that none of them met the standards they demanded. They also did not like that the current structure allowed them to choose from only a handful of systems offered by only a few vendors. In response, they directed the County Clerk to push for changes that would enable the County to obtain a system that had better security, software design, reliability, auditability, and usability.

To meet that challenge, we teamed up with Professor Dan Wallach at Rice University. Dr. Wallach is a well-respected election system expert and critic of the nation's current voting systems. With Dr. Wallach's help, we did what no one else had done in the country. We brought together computer and usability experts, activists, and administrators to design a system that answered a wide range of concerns previously unaddressed by election system vendors. That group is on the verge of completing a draft RFP for a system called STAR (Secure, Transparent, Auditable, and Reliable.)

Interest and enthusiasm for this system across the country is more than we could have imagined and our next steps are to firm up support for this project with the Texas Secretary of State and the Texas Legislature. We also plan to take this more fleshed out idea to Commissioners Court and back out to the public for thorough review and comment. Initial conversations have also

been held with a variety of charitable foundations and other counties, who have shown interest in participating in its development. But, before we can get much further in this process, it will be essential for the Commissioners Court to register their support of this effort.

The estimated cost for this project is \$8,063,124. Our request is that this amount of money be earmarked for use in the later part of FY14. Timing is essential, because the initial roll out of a new election system should ideally be done in a year when there are no primary, gubernatorial, or Presidential elections scheduled.

Much more information will be provided to PBO and the Commissioners' Court within the coming months. In the meantime, we have attached some of the documents we are currently using to develop and discuss this system.

Additional PBO comments:

When current voting system was purchased starting in FY 2001, the cost of the equipment was \$4,802,759.64 of which \$4,330,238.42 was purchased either with grants or federal program income. Unfortunately, Federal funding from the Help America Vote Act is no longer available. It is unlikely similar additional grant dollars will be appropriated to help offset replacement system costs outside of the DoD opportunity discussed here.

The need for a new voter system and the findings of the Election Study Group were presented to Court on October 19, 2010 at which time the following motion was approved:

Motion by Judge Biscoe and seconded by Commissioner Eckhardt:

- Accept and approve the study group's report and recommendations, which includes move to a paper ballot system with electronic tally as soon as possible.
- Implement this after the 2012 Presidential Election for the reason stated by the study group.
- Continue to use the current system.
- Add vote centers as soon as possible with no adverse impact on polling precincts, so at the appropriate time we'll review that.
- The County Clerk continues to write and refine voting system specifications, that that be completed as soon as possible.
- Commissioners Court be kept informed, and let us express our full appreciation to all members of the study group.

A Friendly Amendment to the previous Motion was offered by Commissioner Eckhardt that the paper ballot be verified sooner than 2012.

Acceptance of the Friendly Amendment was made by Judge Biscoe.

This system, as proposed by the County Clerk will follow the direction given in 2010.

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	New Voting System
Name of Program Area: (From applicable PB-3 Form)	
Funds Center:	
Total Amount of Request:	\$6,000,000
Collaborating Departments/Agencies:	
Contact Information (Name/Phone):	Susan Bell and Denise Bell (854-9587/854-3997)

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

We are requesting commitment from the Travis County Commissioners Court toward the purchase of a new voting system. The plan is for an RFP (or similar instrument) to be published in 2014 and that a new system be used to conduct the May 2015 election. The estimated cost for this project is \$6,000,000.

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

When Travis County purchased its current DRE voting system in 2001, its life span was estimated at ten years. Today, this system continues to perform well, but it is time for the County to purchase a replacement system.

With this anticipated change in mind, the County Clerk convened the Travis County Clerk's Election Study Group in 2009 and 2010 to decide what type of system Travis County wanted for the future. After the committee spent many, many hours reviewing this subject, the group determined that the County should purchase a system that incorporates both voter-verified paper ballots and electronic tabulation. The committee looked at the voting systems currently on the market and decided that none of them met the standards they demanded. They also did not like that the current structure allowed them to choose from only a handful of systems offered by only a few vendors. In response, they directed the County Clerk to push for changes that would enable the County to obtain a system that had better security, software design, reliability, auditability, and usability.

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Interest and enthusiasm for this system across the country is more than we could have imagined and our next steps are to firm up support for this project with the Texas Secretary of State and the Texas Legislature. We also plan to take this more fleshed out idea to Commissioners Court and back out to the public for thorough review and comment. Initial conversations have also been held with a variety of charitable foundations and other counties, who have shown interest in participating in its development. But, before we can get much further in this process, it will be essential for the Commissioners Court to register their support of this effort.

The estimated cost for this project is \$6,000,000. Our request is that this amount of money be earmarked for use in the later part of FY14. Timing is essential, because the initial roll out of a new election system should ideally be done in a year when there are no primary, gubernatorial, or Presidential elections scheduled.

Much more information will be provided to PBO and the Commissioners' Court within the coming months. In the meantime, we have attached some of the documents we are currently using to develop and discuss this system.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

Initial roll out of a new voting system is scheduled for the May 2015 election.

4. 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.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Mandated elections held	1	1	1	1
Other elections held	30	36	33	33
Precincts in Travis County	247	247	247	247
Registered voters in Travis County	606,895	434,569	625,959	625,959

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

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.			
7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.			
8.	Additional Revenue: Does this proposal generate additional revenue? Y/N		
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>		
9.	If requesting a new position(s), is office space currently available? Y/N		
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. If yes, identify proposed position location below:		
	Building Location#		Floor #
	Suite/Office #		Workstation #
10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).			
10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?			

SOME OF THE CHALLENGES THAT CAN BE ADDRESSED WITH A NEW TYPE OF VOTING SYSTEM

CHALLENGE

ISSUE

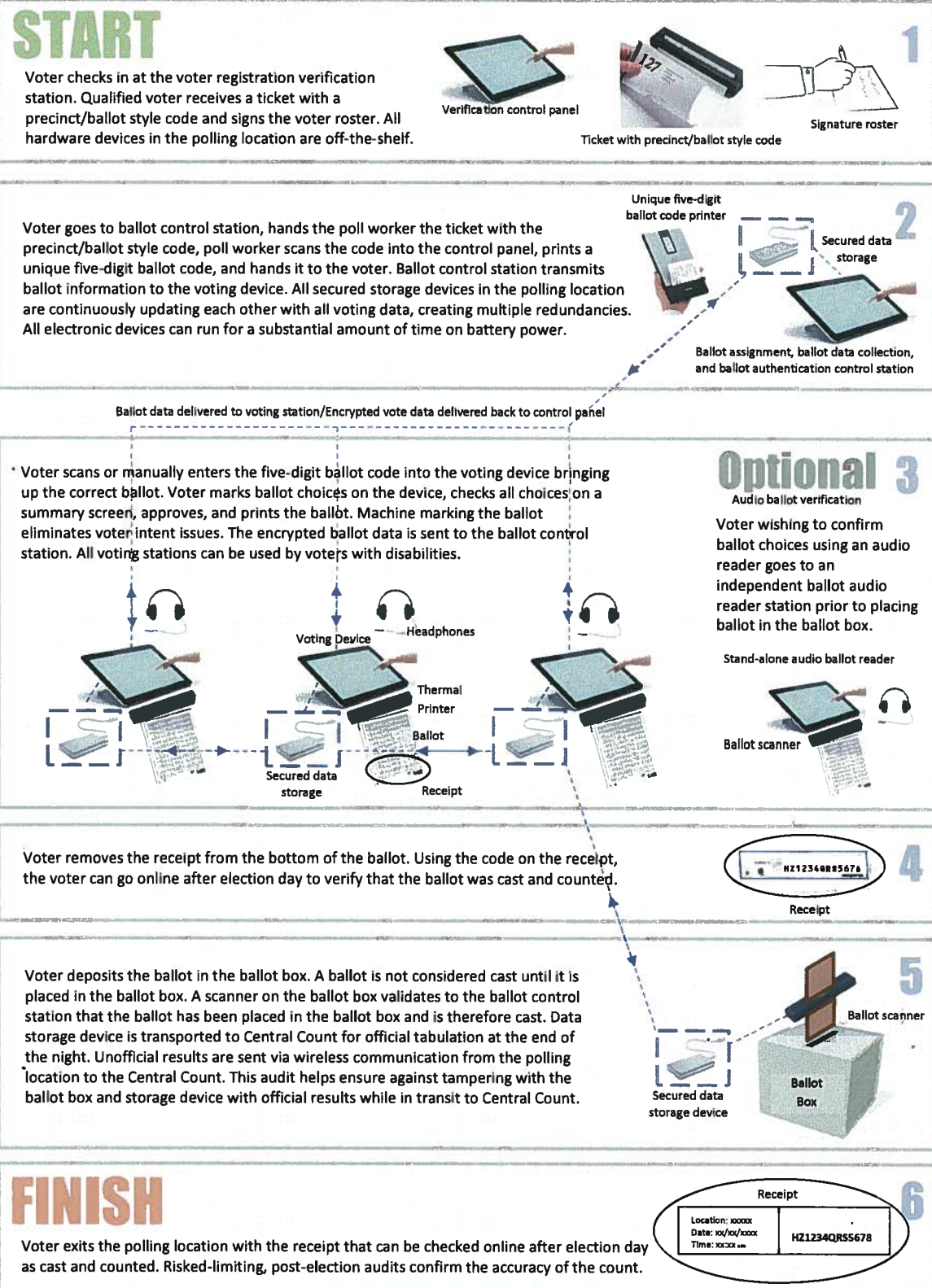
RESOLUTION

<p>Voting system should allow for the use of early voting, mega-voting sites, and election day vote centers*. At the same time, the system must minimize the use of paper which generates significant monetary and environmental waste. The creation and management of the paper ballots must minimize security risks and not significantly slow the flow through the voting process.</p>	<p>A residence address determines which jurisdictions a voter may participate in (state, county, city, school district, service district, utility district, etc.). These jurisdictions can overlap and may not follow precinct lines. Within each jurisdiction, the voter's address may also trigger further divisions (legislative districts, single member districts, political party precinct officials, etc.). As a result, for each election, there may be hundreds of different ballot formats to ensure that the right ballot is available to match each particular set of candidates and issues the voter is eligible to vote on. Existing systems utilize two methods for managing this situation – they either maintain a continuous inventory of paper ballots with every possible ballot format at every location or have a system that prints out a specific ballot after each voter's ballot format is determined. The first method is cumbersome, expensive, insecure, and provides great opportunity for human error. The second system requires bulky, high-quality printers that print out large ballot pages and use expensive toner. Reliance on one or two printers at a polling location creates a bottle neck and results in a higher risk of problems in the event of equipment failure.</p> <p><small>*Early voting, absentee voting sites, and election day vote centers all require a voting system to manage voters from any precinct within the county. Absentee voting sites are large facilities that can be used during early voting and on election day to quickly process large numbers of voters. Election day vote centers are polling sites that let the early voting locations to deliver any eligible voter to vote at any location throughout the county.)</small></p>	<p>Design a system that has a light-weight, inexpensive thermal or ink jet printer at each voting booth. The system should print out only the voter's selections with a corresponding number or 1-D bar code (instead of the entirety of the ballot) that contains only a simple number that can be easily read by a simple scanner on the ballot box. 1-D bar codes are required because they contain limited information and can be easily decoded – even using a smart phone.)</p>
<p>Voting system should rely as little as possible on customized proprietary hardware and instead predominantly use commercial-off-the-shelf (COTS) hardware.</p>	<p>Currently, voting system vendors sell both proprietary hardware and software. A better solution would be to allow election administrators to use off-the-shelf high quality hardware that is less expensive and competitively bid. This will also allow a county to size-up or replace certain pieces of equipment when necessary, reduce maintenance costs, and enjoy product innovation without reliance on a voting system vendor's decision to upgrade or apply for recertification.</p>	<p>Design a voting system that wherever possible uses COTS hardware.</p>
<p>Voting system should provide proof that it is well designed, utilizes best practices for security, and allows a variety of tests to be done to verify the accuracy of the count.</p>	<p>The use of proprietary software and a difficult certification process has created a disincentive for vendors to maintain updated versions of software. Modularity with open source reference implementation could decrease the number of segments of a system that require certification. Open source reference allows full review of data as it moves from one module to another, while not revealing trade vendor product information within the modules. Security measures are predominantly based on limiting physical access and verification practices have evolved little beyond basic logic and accuracy testing. For example, encryption methods could be used to allow the performance of community-conducted live parallel testing. The software also needs to provide a means for reducing the chance for tampering during the transportation process and a means for efficiently conducting risk limiting audits of the paper ballots.</p>	<p>Create specifications that go much deeper into technical requirements than before and require an independent (but nondisclosure protected) review of the product during and after development. Increase the types of audits that can be performed and increase modularity with open source reference implementation.</p>
<p>Voting system must have a secure and transparent methods of ensuring voters are given the correct ballot format.</p>	<p>One of the most problematic areas of the voting process is ensuring that the election worker provides the voter with the correct ballot format. With overlapping jurisdictions and districts that sometimes do not conform to precinct boundaries, a single precinct can have multiple ballot formats (Precinct 301a, 301b, etc.). It does not take much for all these boundary lines to confuse the most experienced politico much less an average member of the community who is valiantly serving as an election worker. To maintain security most electronic voting systems separate the voter qualification system from the tabulation section to prevent the possible introduction of a computer virus into the voting system. This "air gap" requires the election worker to reenter the ballot format information into the voting system so that the voter is given the proper ballot choices. This is where errors occur. Some voting systems are designed to scan in a 2-D bar code that not only includes the ballot format information, but also programming code that tells the system what to do with that number. Going beyond a 1-D bar code and including commands adds unnecessary security risks.</p>	<p>Design a system that has an automated and secure method for issuing ballot formats to voters.</p>
<p>Voting system should ensure the accurate tabulation and interpretation of voter intent on paper ballots.</p>	<p>Voters have a variety of ways of marking their choices on paper ballots. While instructions may say to "put an x in the box," voters may instead use checks, circle their choices, "x" out all of the candidate names they do not want to select, or just accidentally make stray marks on the ballot. The goal of election officials is to make certain that every effort is made to correctly interpret voters' intent and to have a fair way of resolving questions regarding these issues. recounts and court challenges to election results often concentrate on whether or not specific ballots are properly interpreted. Current paper based systems use precinct ballot counters to scan a ballot and then to immediately notify a voter when an irregular marking is found. If set to its most sensitive level, backlogs at the ballot box can occur as voters may be repeatedly asked to clarify their selection. Some entities remedy this by reducing the review of the scanner (for example, to not question under votes - traces where there appears to be no mark in the "square" for any candidate or race). While this may speed the process, it decreases accuracy in the determination of the intent of the voter.</p>	<p>Design a system that has the ability for the voter to produce machine-marked ballots that can be verified by the voter before they are officially cast.</p>
<p>Voting system must create reports in formats that meet a wide variety of needs.</p>	<p>Current voting systems have limited capability in producing the types of return formats that are needed by our customers.</p>	<p>Design a system with flexibility to produce reports that meet the specific needs of the administrator, are compatible to media reporting software, can be put into XML format, and conform to the soon-to-be national standards for providing election data.</p>

Travis STAR Voting System

Most Recent Diagram of Polling Place Operations

Unhappy with the standard voting systems currently on the market, Travis County Clerk Dana DeBeauvoir began working with nationally-recognized computer and usability experts to write specifications for a new voting system that offers voters an electronically generated paper ballot. These specifications imagine a system with improved Security, Transparency, Auditability, and Reliability (STAR). The new system resolves common issues related to determining the intent-of-the-voter and managing early voting, mega voting, and election day centers. Lower costs and more flexible scalability are added by maximizing the use of commercial-off-the-shelf hardware. The diagram below illustrates how this system would appear to a voter at the polls. Vendors will ultimately be provided with these requirements and asked to submit proposals. During this specification writing period, your comments are eagerly encouraged. Please email your ideas to us at election@co.travis.tx.us.



Health and Human Services

Budget Hearing Back-Up

August 9, 2013

ITEMS TO BE DISCUSSED BY HEALTH AND HUMAN SERVICES AND VETERANS SERVICE

- Office Support Specialists – (FSS) – FTE’s
- Eligibility Caseworkers
- Chapter 72 Policy Revision Basic Needs
- Burial Caseworker – 1 FTE
- Finance Office – Increase Financial Infrastructure to Maintain Fiscal Compliance – 2 FTE’s
- Family & Consumer Sciences (FCS) – Volunteer Coordinator
- Sustainable Urban Agriculture Assistant
- EXTERNAL – Austin ISD Travis County Collaborative Afterschool Partnership
- Child and Youth – Early Childhood Services and School Readiness
- RFS process for Expanded Social Service Investments

**FY 2014 PRELIMINARY BUDGET
Health and Human Services and Veterans Service (158) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
FY 13 Adopted Budget	32,293,147	-	32,293,147	-	32,293,147	209.29		
<i>FY 14 Target Programmatic Adjustments</i>								
Removal of One-time Burial Unit	-	(2,000)	(2,000)		(2,000)			6
Addition of ongoing Software Licensing Fee	-	6,300	6,300		6,300			6
Removal of One-time Veterans Service FTE	-	(2,000)	(2,000)		(2,000)			6
Removal of One-Time External Funds in Social Service Contracts	-	(1,213,097)	(1,213,097)		(1,213,097)			6
2 PHI Employees Retiring - 12/31/12 and 5/31/13	(75,927)	-	(75,927)		(75,927)	(2.00)		6
Subtotal- Target Adjustments	(75,927)	(1,210,797)	(1,286,724)	-	(1,286,724)	(2.00)		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Medical Insurance Reversal	113,215	-	113,215		113,215			6
Subtotal- Target Compensation and Benefit Adjustments	113,215	-	113,215	-	113,215	-		
<i>FY 14 Target PBO and Other Changes</i>								
Subtotal- Target PBO and Other Changes	-	-	-	-	-	-		
FY 14 Target Budget	32,330,435	(1,210,797)	31,119,638	-	31,119,638	207.29		
FY 14 Budget Submission	31,119,638	-	31,119,638	-	31,119,638	209.40	The increase in FTE count represents 2 positions internally funded and benefit increases paid to grant-funded employees, represented as a portion of an FTE.	
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
RFS process for Early Childhood and Expanded Social Service Investments	-	-	-		-		PBO recommends a Reserve of \$2,500,000 for this purpose.	17
Social Worker in the Unincorporated Area	73,051	2,000	75,051	5,398	80,449	1.00	PBO recommends this position because increased demand for service qualifies this request as maintenance of current effort.	29
PIR Grant Match	84,651	184,420	269,071		269,071	-	PBO recommends funding the 2nd year of the County's 2 year commitment to an extension grant.	43
Public Health Interlocal Agreement	-	-	-		-		PBO is working with HHSVS and the City of Austin to determine the true amount for FY 14 and recommends placeholder funds (\$254,347) be placed in a reserve until the actual cost is determined.	54

**FY 2014 PRELIMINARY BUDGET
Health and Human Services and Veterans Service (158) - General Fund**

Animal Services and Animal Control Interlocal Agreement	-	-	-	-	-	-	-	-	PBO is working with HHSVS and the City of Austin to determine the true amount for FY 14 and recommends placeholder funds (\$151,743) be placed in a reserve until the actual cost is determined.	55
Subtotal- Prelim Programmatic Recommendations	157,702	186,420	344,122	5,398	349,520	1.00				
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>										
Subtotal- Prelim Compensation and Benefits Recommendations	-	-	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>										
Salary Savings	137,370	-	137,370	-	137,370	-	137,370	-	PBO has reviewed budgeted salary savings and recommends decreasing the budgeted salary savings in this department.	8
Health Contra	(273,242)	-	(273,242)	-	(273,242)	-	(273,242)	-	This amount is no longer budgeted centrally and will now appear in department budgets. Departments will no longer be charged for long distance, and accordingly, these budgets in departments are being reallocated centrally to ITS.	8
Remove Long Distance	(2,109)	-	(2,109)	-	(2,109)	-	(2,109)	-	Based on an approximate 6% increase in the County's health care contributions.	9
Health Insurance Increase	110,874	-	110,874	-	110,874	-	110,874	-	Represents a 4.2% increase in the County's retirement contributions.	9
Retirement Increase	54,530	-	54,530	-	54,530	-	54,530	-		
Subtotal- Prelim PBO and Other Changes	27,423	-	27,423	-	27,423	-	27,423	-		
FY 14 Preliminary Budget	31,304,763	186,420	31,491,183	5,398	31,496,581	210.40				
<i>Total Changes</i>										
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	(988,384)	186,420	(801,964)	5,398	(796,566)	1.11				
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	(1,025,672)	1,397,217	371,545	5,398	376,943	3.11				

**FY 2014 PRELIMINARY BUDGET
Budget Requests Not Recommended for Funding**

<i>Budget Requests</i>								Page #
	Ongoing Total	One-Time Total	Subtotal Operating Budget	Capital	Total Requested	FTE	PBO Comments	
Burial Caseworker	\$ 64,827	\$ 2,000	\$ 66,827	\$ 5,398	\$ 72,225	1.00	PBO recommends that the department first seek Commissioners Court approval of cremation policy to better determine the future needs of this program.	21
Operations Consistency FTE	\$ 487,321	\$ 18,000	\$ 505,321	\$ 47,292	\$ 552,613	9.00	PBO has had to balance requests for additional staff county wide and could not accommodate funding all the requests for FTE in the Preliminary Budget.	23
Eligibility Caseworkers	\$ 174,383	\$ 6,000	\$ 180,383	\$ 16,194	\$ 196,577	3.00	PBO recommends that the department prioritize among the requests for FTE and consider repurposing the long-term vacant positions in the department to be used to fill these needs.	27
Chapter 72 Policy Revision Basic Needs	\$ 147,003	\$ -	\$ 147,003		\$ 147,003		PBO does not recommend funding for this request at this time. The performance measures submitted with this request do not indicate any change in service with increased resources	32
AgriLife FTE	\$ 93,196	\$ 2,500	\$ 95,696	\$ 10,796	\$ 106,492	1.50	staff county wide and could not accommodate funding all the requests for FTE in the Preliminary	34
Full Implementation of MSS from 2012	\$ 70,121	\$ -	\$ 70,121		\$ 70,121		PBO recommends that the department internally fund any HRMD recommendations that come out of these reclassification requests; PBO will partially fund in FY 15.	37
Austin/Travis County Mentoring Advisory Council	\$ 15,000	\$ -	\$ 15,000		\$ 15,000		PBO recommends that the department determine if there are in-kind services that would be a suitable contribution to this community program instead.	41

★ ★ ★ ★ ★



FY 2014 PRELIMINARY BUDGET

Budget Requests Not Recommended for Funding

	Ongoing Total	One-Time Total	Subtotal Operating Budget	Capital	Total Requested	FTE	PBO Comments	Page #
Xerox Workstation	\$ 3,822	\$ -	\$ 3,822		\$ 3,822		PBO asks the department to attempt to internally fund copiers, using ongoing operating savings in the department.	42
External Requests	\$ -	\$ 4,035,369	\$ 4,035,369		\$ 4,035,369		PBO supports the HHSVS plan to implement a new method for funding external requests.	46
Total Unfunded Budget Requests	\$ 1,055,673	\$ 4,063,869	\$ 5,119,542	\$ 79,680	\$ 5,199,222	14.50		

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

August 9, 2013

Sherri E. Fleming, County Executive



Purpose and Values

Purpose:

We strive to maximize the quality of life for all people in Travis County:

- Protect vulnerable populations
- Invest in social and economic well-being
- Promote healthy living: physical, behavioral, and environmental
- Build a shared understanding of our community

Values:

- We value helping people
- We value the accountability and integrity of our staff
- We value cooperation and collaboration in the community at large and within TCHHS/VS

We value helping people.

- We provide accessible, person-centered services with respect and care.
- We work to empower people through our service to them, always honoring the strengths and differences of the individuals and families of Travis County.

We value the accountability and integrity of our staff.

- We value the diversity of our staff and the experience each of us brings to TCHHS/VS.
- We honor our collective service to the public, including the careful stewardship of public funds.
- We value the quality services we provide to the community in a spirit of shared responsibility.

We value cooperation and collaboration in the community at large and within TCHHS/VS.

- We are interdependent and connected.
- We treat one another with respect and value effective communication and teamwork.
- We honor our partners in the community and engage with them to more efficiently and effectively serve our clients.



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.



FY14 HHS/VS Budget Priorities

- Increase investment in services (direct and purchased) to meet community needs that continue to grow and change
- Address organizational infrastructure needs to support:
 - Greater efficiency and effectiveness among our direct services
 - Stronger foundation of accountability in community investments

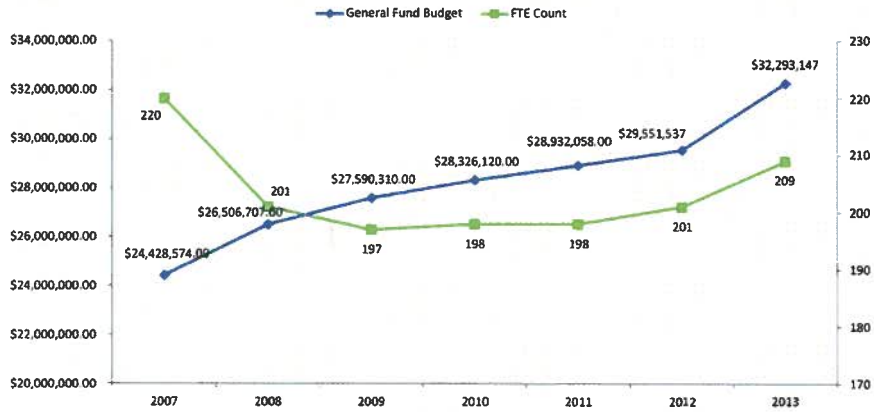
Within the context of the continuing and increasing demand for services and funding, the Department priorities for the FY13 budget are:

- Increase investment in services (direct and purchased) to meet community needs that continue to grow and change
- Address organizational infrastructure needs to support:
 - Greater efficiency and effectiveness among our direct services
 - Stronger foundation of accountability in community investments



Budget Trends

HHS/VS General Fund Budget and FTE Staffing Trends
FY2007-FY2013





Family Support Services Infrastructure

Need:

- Residents with the fewest resources and 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

Request: Office Support Specialists- 6 FTE's (\$327,284)

Eligibility Caseworkers- 3 FTE's (\$196,577)

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.

Lack of OSS staff: Caseworkers and Center Managers end up working the front desk instead of establishing eligibility.



Family Support Services Infrastructure

Funding 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

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 stream line our eligibility process.



Family Support Services-Chapter 72

Need:

- Requests for emergency assistance continues to grow
- Benefit levels have not been raised to the national, state or local index levels in 5 years
- The number of landlords willing to take the rental assistance funds provided by HHSVS is diminishing

Request: Chapter 72 Emergency Assistance Funding (\$147,003.00)

Funding will:

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

Chapter 72. each benefit provide by HHSVS for emergency services can be indexed to a national, state or local index. These indexes were used to establish the current levels of assistance in 2008. They have not been updated since that revision.

HHS/VS has tried to index our assistance levels to the following benchmarks:

- Rental/Mortgage assistance – 50% of the local fair market rent as set by HUD, adjusted for size of residence
- Food vouchers – USDA thrifty food plan, adjusted for household size
- Utilities and Prescriptions – adjusted according to change in the Consumer Price Index to account for inflation



Family Support Services-Chapter 73

Need:

- Requests for indigent burials continues to grow
- Locating next of kin for burial/cremation decisions takes time
- Some funeral homes do not have the capacity to keep bodies for extended periods of time

Request: Chapter 73 Indigent Burial Funding – 1 FTE (\$72,225.00)

Funding will:

- Allow timely burials/cremations
- Lessen the burden on funeral providers
- Increase family involvement

Burials are increasing: The indigent Baby Boomer population is aging. Indigent individuals have fewer individual and/or family resources to pay for burial services. The number of indigent burials has increased about 10 a year since at least 2007.

Cremation: The proposed cremation policy, as written, will require more effort to locate family members of the deceased for burial/cremation permissions.



Finance Office Infrastructure

Need:

- Establish a formal annual competitive bid process for our Social Service Investments, by issue area (15 million in 10 issue areas)
- Number of department general fund contracts has doubled in the last four years (from 45 to 85)
- Growing budget (general funds)— 17% increase between 2009 and 2013
- Increase in dollar amount and complexity of grants (324% increase in grant funds since 2009)

Request: 2 FTEs- 1 Contract Compliance Specialist and 1 Administrative Assistant (\$147,718)

HHSVS Total Budget (General Fund): increased by 32% from \$24.4 million in 2007 to \$32.3 in 2013.

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.

Our department's number 1 and 2 budget request: We have asked for an increase in our investments during this budget process and are supported by our sister departments, PBO, Purchasing, County Auditor and you commissioner's Court to have a competitive process for our investments. Our annual investment holds close to 15 million in general fund for 10 issue areas.

Number of Social Service related Contracts: 89% increased workload as the number of contracts has doubled in the last four years from 45 to 85, four staff to oversee all social service contracts, Interlocals and Grants.



Finance Office Infrastructure

Funding Will Support:

- Full involvement in competitive bid process
- 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



Texas A&M AgriLife Extension Service - Travis County

Need/Background:

- In 2012, **1,720 Volunteers** assisted with planning and conducting AgriLife Extension programs, giving back almost 58,900 volunteer hours, **valued at over \$1.2 million.**
- In 2012, trained volunteers taught over **283,000 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.
- AgriLife is able to fund \$17,000 of the total needed (\$41,239) through current county budget.

Request: Volunteer Coordinator - .5 FTE (\$24,239)

Volunteers are a valuable asset to the Texas A&M AgriLife Extension Service. You are probably very familiar with the Master Gardener, and 4-H Volunteer programs provided by the Texas A&M 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 2012, 1,720 Travis County residents participated as volunteers with the Texas A&M AgriLife Extension Service. It was estimated that they gave almost 58,900 hours back to our communities. These hours were valued at over \$1.2 million 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

AgriLife Extension is able to fund \$17,000 of the total amount needed (\$38,957) through the current county budget.



Texas A&M AgriLife Extension Service - Travis County

Funding Will:

- **Provide Family & Consumer Science Volunteer Coordinator**
 - Recruit Financial Literacy Education, Master Wellness Volunteers & Master Food Preservation Volunteers
 - Train volunteers to implement financial literacy and health/wellness education programs
 - Track volunteer reporting
- **Potential Impact:**
 - Train 100 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

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

1. Recruit Financial Literacy Education Volunteers, Master Wellness Volunteers, and Master Food Preservation 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:

-100 new volunteer instructors would be trained

-50 hours x 100 volunteers x \$22.14 (value of volunteer time) = \$110,700

-volunteer hours equivalent to 2.5 full-time employees

-5,000 additional clientele would be reached with financial literacy and health/wellness education programs



Texas A&M AgriLife Extension Service: SFPB

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

Request: Sustainable Urban Agriculture Assistant – 1 FTE (\$66,525)

Funding Will:

- Provide a consistent link to Travis County and to County departments whose work intersects with that of the Board
- Advise board and assist community on matters related to urban farming, community gardens, and farmland preservation
- Assist with education and outreach efforts of AgriLife Extension to small-farming, entrepreneur operations

This position would also assist with education and outreach efforts of AgriLife Extension. This employee would serve as liaison for the county and Extension with the SFPB, advising the SFPB, and assisting the community 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 Central Texas there is tremendous energy around the local food system, coalescing from viewpoints of public and personal health, ecological stewardship, and equitable food access. Austin/Travis County created the advisory Sustainable Food Policy Board to "improve the availability of safe, nutritious, locally, and sustainably-grown food." The numbers of local farmers' markets, farm stands, CSA (community supported agriculture) subscriptions, and school gardens have proliferated.

HHS/VS has worked with the SFPB 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. This position would allow for greater efficiency in providing an infrastructure to meet the needs of resident Boards in order for their work to be effective and informative for the Commissioners Court. It would also increase the capacity of the Texas A&M AgriLife Extension Service to provide services for issues related to sustainable urban agriculture.



Travis County After School Program

Need:

- Sustain current level of services due to reduction in funding that supplemented the County's investment
- Provide a continuum of services spanning from elementary to middle school to high school via expansion to 5 elementary feeder schools: Barrington, Winn, Norman, Pecan Springs, Harris
- Provide community-based out-of-school time (OST) services
- Provide full-time case management services

Request: Expansion of services and maintenance of effort for the Travis County Collaborative After School Program (\$322,172)

The Travis County Collaborative After School Program (TCCAP) was launched in 2005 as a result of funding approved by the Commissioners Court. Travis County contracted with AISD to provide after school programming at Peace and Webb Middle Schools. Currently, programming has been expanded to include Ann Richards, Gus Garcia, and Paredes Middle Schools. TCCAP is a collaboration of agencies that includes AISD, Boys and Girls Club, CARY, and CIS. Travis County's investment was supplemented by 21st Century Grant Funding that was awarded to AISD and Boys and Girls Club. This funding will not be available for the upcoming academic year and will greatly diminish programming at Pearce (slated to transition to a same-sex school). In addition, the grant funding supported 500 elementary school children receiving OST services. These 500 students attend feeder schools of Garcia, Webb or Pearce and will not be served without additional funding.

CARY – Increase to Full-Time Social Worker at Pearce Middle School to case manage youth at Pearce Middle School who are most at risk for entering the juvenile justice system.

CIS – Increase of one (1) additional Case Manager to provide ongoing Counseling, Crisis Intervention and Case Management to an additional 65 students at Gus Garcia Middle School

African American Youth Harvest Foundation – Will provide community-based out-of-school time (OST) services during the summer and/or for students transitioning to High School

Current Funding: \$544,800

Current # served: 1,125

Requested Funding: \$322,172

Add'l # served: 580



Travis County After School Program

Funding Will:

- Provide enrichment before and after school to 500 elementary school and 843 middle school students
- Provide community-based learning opportunities for youth during the summer and those transitioning from middle to high school through African American Youth Harvest Foundation
- Provide full-time case management at Pearce and Garcia schools, by Council On At-Risk Youth and Communities In Schools respectively



Social Service Investments: Early Childhood

Need: A broad based community process produced the School Readiness Action Plan

- Identifies gaps in early childhood services
- Offers a community wide investment strategy that has been endorsed by Travis County

Request: \$1.5 million (double current investment in early childhood services)

Funding will:

- Support open procurement process to secure services to address County priorities within the School Readiness Action Plan
- Increase capacity for critical services for families with very young children

County interests include three or 5 areas of the School Readiness Action Plan:

- Family support (parenting education, home visiting, child abuse prevention)
- Early Care and Education (child care subsidies and child care quality)
- Mental Health interventions

Preliminary budget includes \$500,000 in new, ongoing funding for social services. HHS proposes to dedicate these new resources to expand our investments in early childhood services:

- for the short term, we propose to increase investments in existing contracts for FY14 to immediately address needs identified through an inclusive community process
- for the long term, we propose to issue an RFP for these services early in FY14, so that we can reallocate all of our early childhood investments (\$500K new, \$800K existing, total \$1.3M) across new contracts that will start October 2014

In cooperation with the Purchasing department, we plan to bring forward an agenda item to discuss our plans for this RFS.



Social Service Investments: County Priorities

Need: Travis County Funding for social services has remained relatively flat while the population and demand for service has grown rapidly

Request: \$4 million to expand social service investments

Funding will:

- Fill critical gaps in services identified by Travis County
- Moving toward a regular procurement cycle for social service investments, work with Court to identify priority issue areas, and priorities within issue areas;
- build on ECE example to conduct procurement for all of our investments over a 3-5 year cycle

While we identified approximately \$4M in need during the current budget cycle, this request represents a long-term vision for social service investments.

We propose to follow the ECE process described in the previous slide with a series of RFS(P) processes to cover our other issue areas so that our full portfolio of investments will be updated within 5(?) years.

We hope that the Commissioners Court will follow the example of ECE and allocate some additional, ongoing funds each year so that we will be able to expand services, rather than simply reallocate services.

Assuming the Court is supportive, while moving ahead with our ECE process, we will also work with the Court to identify priorities and build a schedule to re-visit all of our issue areas.



Social Service Investments: External Requests

Request:

- Received a total of 33 requests totaling \$3.9 million
- Includes 11 programs that are funded in FY13 with one-time money totaling \$1,069,975

There are three different priority levels represented in this group of proposals:

1. Requests for projects that are deeply integrated into Travis County operations:
 - Meals on Wheels and More – Congregate Meals (Rural Community Centers)
 - American Youthworks – Casa Verde Builders (East Metro Ranger Residence)
2. Continuation requests for investments that the Court initiated in the past few years
3. New requests; department staff have reviewed and ranked each of these requests to help inform any discussion the Court may have about these items.



Questions or Comments

PBO has grouped the following requests that relate to the department's goal to achieve consistency of operations

- ★ Req #4: Office Support Specialists – 6 FTE, \$327,284**
- Req #7: Quality Control Monitor – 1 FTE, \$77,611**
- Req #9: Increase Financial Infrastructure to Maintain Fiscal Compliance– 2 FTE, \$147,718**

Fund: General Fund

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs	8	0	0
Personnel	\$443,650	\$0	\$0
Operating	\$61,671	\$0	\$0
Subtotal	\$505,321	\$0	\$0
Capital	\$47,292	\$0	\$0
Total Request	\$552,613	\$0	\$0

Dept. Summary of Request:

Req #4: Office Support Specialists – FSS – 6 FTEs

The Family Support Services Division (FSS) requests the addition of 6 Office Support Specialists positions.

The department provided the following justification for this request:

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 HHSVS clients.

Maintaining accurate record keeping and maintenance is vital for County funded services and grants. 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 and 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.

The department indicates that the addition of six office support FTE 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. Some

Centers have temporary staff or have had the Center Manager staffing the front desk. 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.

Req #7: 1 Quality Control Monitor

HHSVS Family Support Services requests an independent Quality Control Monitor to help monitor eligibility compliance and process standardization. This FTE would travel from Center to Center, randomly pulling cases to identify problem areas that would be addressed by the FSS management team.

The department states that this position would add value to the department by helping detect possible problems in eligibility and documentation in department programs. The employee could help identify errors, which, left unchecked, can result in grant funds being denied at the end of the year audit and grantors having to be reimbursed by General Funds.

Additionally, the department states that FSS is striving to achieve consistence of operation in all seven Centers, and this Monitor would be able to detect procedural deviations in the Centers.

The department indicates that without this FTE, center managers will continue to have the responsibility for eligibility compliance and documentation compliance along with their many other duties, which will impede the implementation of the standardized service delivery model and not reduce the County's risk of audit exceptions and disallowances.

Req #9: Finance Office - Increase Financial Infrastructure to Maintain Fiscal Compliance

The Finance Office requests a Contract Compliance Specialist and Administrative Assistant. The department reports that the Finance Office has reached its maximum capacity and requires additional staffing resources to maintain its current efforts. Currently, there are three FTE Contract Compliance Specialists that oversee all the County's social service contracts and/or similar types of agreements, and the office requires the assistance of temporary staffing and overtime work for regular, exempt- and non-exempt staff. These two positions would continue the fulfillment of positions requested last year, which, according to the department, will allow for the appropriate staffing levels and structure to meet the growing demands, and challenges, the continued annual increase in resources and the reporting requirements the department has in its normal course of work.

The department also reports a great amount of growth in its budget, increased grant award funds and complexity of oversight in the past several years, in addition to the doubling of the level of contract/sub-contracts the department oversees. The department's budget request states:

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.

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 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.

PBO Recommendation:

PBO does not recommend funding for these requests for additional resources at this time. PBO has had to balance requests for additional staff county wide and could not accommodate funding all the requests for FTE in the Preliminary Budget. PBO recommends that the department prioritize among the requests for FTE and consider repurposing one of the long-term vacant positions in the department to be used to fill these needs.

Req #4: Office Support Specialists – FSS – 6 FTE

PBO recognizes that department has been able to leverage grant funds to fund staff for many of these services and recommends that the department continue to do this where able.

Req #7: Quality Control Monitor – FSS – 1 FTE

PBO recommends that the department consider repurposing one of the long-term vacant positions in the department to create this position.

Req #9: Increase Financial Infrastructure to Maintain Fiscal Compliance – Finance-2 FTE

The department has not filled the vacant Contract Compliance Specialist in the division that was funded in FY 13. PBO recommends the department wait until the position has been filled and the impact on workload and outcomes can be determined for at least an additional year before additional FTE of the same type are considered.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Req #4: Office Support Specialists – FSS - FTE's				
The department did not submit performance measures for this request.				
Req #7: Quality Control Monitor				
Quality monitoring visits for 7 Centers	N/A	N/A	N/A	28 to 30 office reviews
Slant reviews	N/A	N/A	N/A	As needed
Provide staff training	N/A	N/A	N/A	Quarterly
Req #9: Finance Office - Increase Financial Infrastructure to Maintain Fiscal Compliance				
Percentage of Timely and Accurate Financial Reports provided to HHSVS Programs or Offices	50%	65%	65%	75%

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Req #4: Office Support Specialists – FSS - FTE's				
The department did not submit performance measures for this request.				
Divisions and Programs receive prompt and accurate responses to purchasing requests.	75%	75%	75%	85%

Additional Comments:

The department reports that presently, FSS is utilizing an allowable portion of the Comprehensive Energy Assistance (CEAP) grant to fund four OSS positions for one four month and one three month period.

According to the department, the requests to change the current funding of social service programs confirm the need to fund request #9, the Contract Compliance Specialist and Administrative Assistant. The department indicates that the planning and implementation for an RFP requires additional trained staff, in order to be successful, and that if such staff are hired in FY 14, the necessary resources will be in place to prepare for this RFP process. These FTEs would provide effective contract compliance, including administrative and fiscal monitoring and renewal, and would provide technical assistance and collaboration for the RFP process.

The department indicates that the Financial Analyst position funded in the FY 13 budget will be filled soon, as interviews are in progress. At the beginning of FY 13 the Finance Office had 5 vacant slots. As of June, 2013, the division now has 2 vacancies which are projected to be filled prior to the close of this FY 13. The department reports that not enough time has elapsed to show an marked difference in divisional performance measures, and that the new FTEs must first be trained before they become a valuable participant in the unit. Many delays in the division have been attributed to the County's new financial system (learning, teaching and developing processes), maintaining daily operations along with the hiring of new staff, along with being reviewed by the County Auditor, Revenue and Internal Control Division, attending all the division and program interviews and reviewing and editing their write-ups.

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Office Support Specialists – FSS - FTE's	#4
Name of Program Area: (From applicable PB-3 Form)	HHSVS Family Support Services	
Funds Center:	158010	
Total Amount of Request:	\$327,284	
Collaborating Departments/Agencies:	N/A	
Contact Information (Name/Phone):	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, and arguments in favor of this proposal.

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 and 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. Some Centers have temporary staff or have 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.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

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. Due to grant requirements, 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.

4. 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.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Not applicable	N/A	N/A	N/A	N/A

5b. 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.

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.

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.

7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.

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 and four more for 3 month of 2012. This was all that is allowed by the CEAP grant allocation for this year. Funding these positions with General Funds would allow FSS to utilize that funding to assist clients with utilities.

8.	Additional Revenue: Does this proposal generate additional revenue? Y/N	No
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>	N/A

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

	Building Location#		Floor #	
	Suite/Office #		Workstation #	

10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).

10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?

Req #5: Eligibility Caseworkers – FSS – 3 FTE, \$196,577

Fund: General Fund

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs	3	0	0
Personnel	\$163,056	\$0	\$0
Operating	\$19,500	\$0	\$0
Subtotal	\$182,556	\$0	\$0
Capital	\$16,194	\$0	\$0
Total Request	\$198,750	\$0	\$0

Dept. Summary of Request:

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 provided the following justification for this request:

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. 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.

Funding these positions will provide the community with more resources to deal with financial crises and promote self-sufficiency of families and individuals. These positions would increase the FSS service levels and program outcomes by a 10th, since we have 30 caseworkers. It would reduce client wait times for services which should increase client satisfaction and reduce complaints.

PBO Recommendation:

PBO does not recommend funding for this request for additional resources at this time. PBO has had to balance requests for additional staff county wide and could not accommodate funding all the requests for FTE in the Preliminary Budget. PBO recommends that the department prioritize among the requests for FTE and consider repurposing the long-term vacant positions in the department to be used to fill these needs.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Emergency assistance chapter 72	N/A	N/A	N/A	882
ATMOS	N/A	N/A	N/A	87
Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
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
Plus One	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

Additional Comments:

In 2011 FSS used the Comprehensive Energy Assistance (CEAP) grant allocation hire four caseworkers. Since the funding was reduced in 2012, the caseworkers could not continue to be funded with grant funds. The department reports that the award amounts for 2013 and beyond are unknown.

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	3 Eligibility Caseworkers	#5
Name of Program Area: (From applicable PB-3 Form)	HHSVS Family Support Services	
Funds Center:	158010	
Total Amount of Request:	\$ 196,577	
Collaborating Departments/Agencies:	N/A	
Contact Information (Name/Phone):	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 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, and arguments in favor of this proposal.

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.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

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.

4. 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.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 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
Plus One	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

5b. 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 10th, since we have 30 caseworkers. It would reduce client wait times for services which should increase client satisfaction and reduce complaints.

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.

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 10th, since we have 30 caseworkers. It would reduce client wait times for services which should increase client satisfaction and reduce complaints.

7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.

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.

8.	Additional Revenue: Does this proposal generate additional revenue? Y/N		No
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>		N/A
9.	If requesting a new position(s), is office space currently available? Y/N		Yes
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:		
	Building Location#	Staff will be located at 3 different community centers	Floor #
	Suite/Office #		Workstation #
10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).			
10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?			

**Req #8: Chapter 72 Policy Revision Basic Needs
Fund: General Fund**

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs		0	0
Personnel		\$0	\$0
Operating	\$147,003	\$0	\$0
Subtotal	\$147,003	\$0	\$0
Capital		\$0	\$0
Total Request	\$147,003	\$0	\$0

Dept. Summary of Request:

HHSVS is requesting an increase to the emergency financial assistance given to indigent clients of Travis County HHSVS to align with national standards and community conditions. This assistance increases are to provide rent/mortgage, utilities, prescription and food voucher emergency assistance based on stringent eligibility requirements.

The department provided the following justification for the request:

Clients who receive assistance will more of their basic needs met. Improved participation by landlords and mortgage companies will delay or ending foreclosure or eviction for certain residents. This request improves the capacity in the social services safety net. If residents receive higher amounts of assistance from the county, the need for those families to seek additional assistance from other providers is diminished.

Because this request addresses the inadequacies of assistance levels, there should be no increase in persons given assistance from this request. Rather this request allows assistance to be targeted, more effectively at preventing homelessness and helping indigent residents with basic needs.

There is a continuing increase in landlords and/or mortgage lenders who will not accept HHSVS emergency financial assistance because the County assistance amount is inadequate to address the payment they demand. Continued funding at the current benefit amounts is expected to result in increased vendor denials. For example, to receive the payment for rent or mortgage assistance, HHSVS requires that the rental or mortgage agent refrain from proceeding with any eviction procedures for 30 days from payment. The current benefit limit of \$343 for a one bedroom unit is 41% of the current Fair Market Rent. Current Fair Market rent for a one bedroom unit is \$834 monthly (determined by HUD). This places a burden on that vendor to accept a fraction of the debt owed or continue to wait for payment while the resident is forced to seek assistance from multiple providers. In addition, the resident accrues late charges and in some cases, the resident may reach the next month's payment date without resolution to the previous assistance request.

The impact of this increased funding will be significant in delivery of emergency financial assistance. Because current funding is often inadequate to meet the residents' emergency need, funding is sometimes declined by the vendor or the resident and homelessness can result. This funding increase will allow HS&VS to continue to provide emergency financial assistance that may prevent homelessness for the period of assistance. One time emergency assistance directly pays for prescriptions, durable medical needs, utilities, rent/mortgage, or food vouchers to resolve a crisis in that resident's life. This funding is expected to more effectively serve this purpose.

PBO Recommendation:

PBO does not recommend funding for this request at this time. The performance measures submitted with this request do not indicate any change in service with increased resources. PBO notes that this request would have a direct impact on clients that are in need of emergency assistance. Therefore, it is important to guide scarce resources to where these impacts are the greatest. Adequate performance measures would assist in this difficult task.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Food Voucher	994	800	800	800
Pharmaceuticals	274	200	200	200
Utilities	21,642	15,000	18,000	18,000
Rent/Mortgage	11,611	13,000	13,000	13,000

Additional Comments:

The performance measures submitted with this request do not indicate any increase to services provided if additional resources were to be added to the department. PBO would encourage the department to reevaluate the performance measures associated with this request.

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

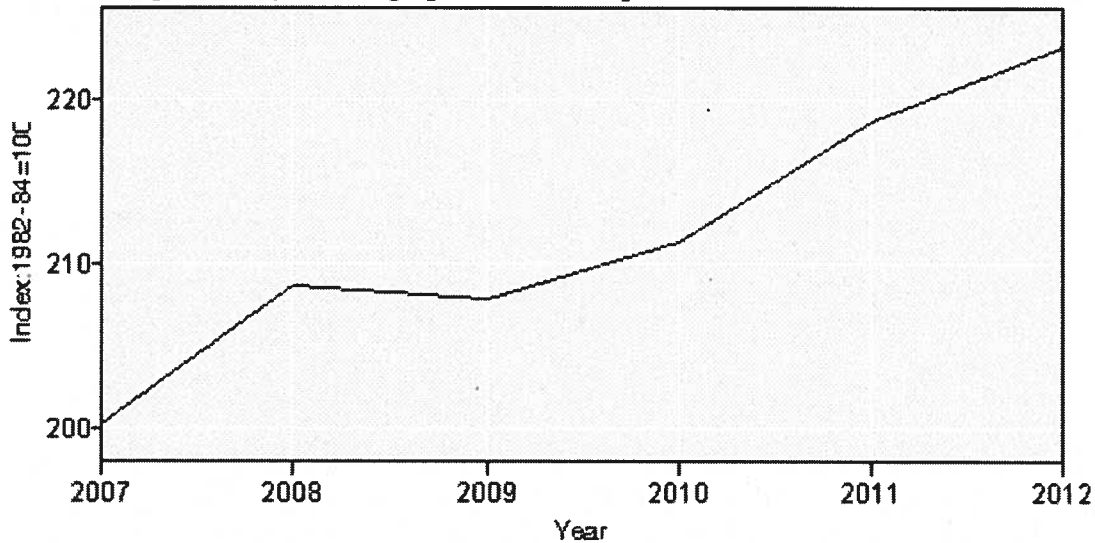
Name of Budget Request & Priority # of Request:	Chapter 72 Policy Revision Basic Needs	# 8
Name of Program Area: (From applicable PB-3 Form)	HHSVS Family Support Services	
Funds Center:	158010	
Total Amount of Request:	\$147,003	
Collaborating Departments/Agencies:	N/A	
Contact Information (Name/Phone):	Jim Lehrman LMSW-AP, 854-9879	

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

Increase assistance amounts for emergency financial assistance given to indigent clients of Travis County HHSVS to align with national standards and community conditions. This assistance increases are to provide rent/mortgage, utilities, prescription and food voucher emergency assistance based on stringent eligibility requirements.

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

Chapter 72 assistance levels were last set in 2009. Since that time the local cost of living has increased significantly as this graph from the Department of Labor shows.



The methodology for these recommended increases were determined by assistance types, and linked to national standards such as the Thrift Food Plan (food stamps plan from USDA US Department of Agriculture) and the Fair Market Rent identified for the Austin Round Rock Metropolitan area by HUD (Housing and Urban Development). Prescription and Utility assistance benefit levels were adjusted for inflation using the Consumer Price Index.

Source Website:

http://data.bls.gov/PDO/servlet/SurveyOutputServlet?data_tool=dropmap&series_id=CUUR0300SA0,CUUS0300SA0

All Assistance Types Projections for FY13				
Emergency Service	Clients Projected to be Served In FY13	Cost at current level	Cost at Adjusted Rates	Difference from FY12 Level
Rent/Mortgage	2540-HH	\$1,047,518	\$1,173,220	\$125,702
Utilities	1690-HH	\$230,502	\$246,637	\$16,135
Prescriptions	230-Indv	\$13,737	\$16,484	\$2,747
Food Vouchers	710-Indv	\$16,129	\$18,548	\$2,419
Total		\$1,307,886	\$1,454,889	\$147,003

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

Clients who receive assistance will more of their basic needs met. Improved participation by landlords and mortgage companies will delay or ending foreclosure or eviction for certain residents. This request improves the capacity in the social services safety net. If residents receive higher amounts of assistance from the county, the need, for those families to seek additional assistance from other providers is diminished.

Previous adjustments to eligibility criteria have taken 12-18 months to demonstrate changes in individuals and populations served. The department anticipates a similar time line for implementation of the assistance level changes.

Because this request addresses the inadequacies of assistance levels, there should be no increase in persons given assistance from this request. Rather this request allows assistance to be targeted, more effectively at preventing homelessness and helping indigent residents with basic needs.

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

This proposal will be evaluated with the current performance measures. These measures are generated from the HHS&VS database CABA, which is a customized assistance and eligibility documentation software application.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Food Voucher	994	800	800	800
Pharmaceuticals	274	200	200	200
Utilities	21,642	15,000	18,000	18,000
Rent/Mortgage	11,611	13,000	13,000	13,000

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

The impact of this increased funding will be significant in delivery of emergency financial assistance. Because current funding is often inadequate to meet the residents' emergency need, funding is sometimes declined by the vendor or the resident and homelessness can result. This funding increase will allow HHS&VS to continue to provide emergency financial assistance that may prevent homelessness for the period of assistance. One time emergency assistance directly pays for prescriptions, durable medical needs, utilities, rent/mortgage, or food vouchers to resolve a crisis in that resident's life. This funding is expected to more effectively serve this purpose.

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.

There is a continuing increase in landlords and-or mortgage lenders who will not accept HHS&VS emergency financial assistance because the County assistance amount is inadequate to address the payment they demand. Continued funding at the current benefit amounts is expected to result in increased vendor denials. For example, to receive the payment for rent or mortgage assistance, HHS&VS requires that the rental or mortgage agent refrain from proceeding with any eviction procedures for 30 days from payment. The current benefit limit of \$ 343 for a one bedroom unit is 41% of the current Fair Market Rent. Current Fair Market rent for a one bedroom unit is \$834 monthly (determined by HUD). This places a burden on that vendor to accept a fraction of the debt owed or continue to wait for payment while the resident is forced to seek assistance from multiple providers. In addition, the resident accrues late charges and in some cases, the resident may reach the next month's payment date without resolution to the previous assistance request.

7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.

All emergency assistance provided by HHS&VS is leveraged with grant dollars at every opportunity possible. Most grant funding is restricted to utility assistance, however, this request

for Travis County general revenue funds is always the funding of last resort for HHS&VS, when trying to help Travis County residents resolve a crisis.

8.	Additional Revenue: Does this proposal generate additional revenue? Y/N		No
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>		N/A
9.	If requesting a new position(s), is office space currently available? Y/N		N/A
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:		
	Building Location#		Floor #
	Suite/Office #		Workstation #
10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).			
N/A			
10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?			

Req #3: Burial Caseworker – 1 FTE

Fund: General Fund

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs	1	0	0
Personnel	\$53,627	\$0	\$0
Operating	\$13,200	\$0	\$0
Subtotal	\$66,827	\$0	\$0
Capital	\$5,398	\$0	\$0
Total Request	\$72,225	\$0	\$0

Dept. Summary of Request:

Health and Human Services and Veterans Service is requesting funds for a Burial Caseworker in the Family Support Services Division.

Burial of indigent residents is mandated by statute, and the department states that a high number of indigent residents in Travis County lack financial or family resources to bury them upon death.

The department reports 93 individuals buried in 2006; of which 13 were relinquished to the County for burial by the legal next of kin. In 2012, HHSVS buried 168 individuals, 79 of which legal next of kin relinquished to the County for burial.

HHSVS reports that the staff:

Locates family members of the deceased, works with funeral homes on burial preparations, deals with grieving family members and establishes eligibility of the deceased for the County burial program, coordinates with TNR to prepare the burial site and attend the burial, locates suitable clothing for the deceased from thrift stores.

Other workload factors mentioned by the department include:

The need for refining a set of expectations and a standardized detail process for funeral homes, developing procedures to avoid several deceased residents from being released from the Medical Examiner's Office at once, and increased travel (44 mile round trip) due to the relocation of the County Cemetery to 14510 Wells School Road in Manor and the staff having offices at the Palm Square facility.

The department also indicates that an upcoming cremation policy will provide a cost-effective alternative to regular burial for the county, but will require a relative to approve or reject cremation before cremation can occur. If the policy for Travis County is approved with the same requirement, it will be even more important to locate the deceased resident's next of kin. It is also anticipated that an RFP will be released, once the cremation policy is approved, to set the payment level for cremations, renegotiate internments and to expand the provider base.

PBO Recommendation:

PBO does not recommend funding this Caseworker position. A Burial Caseworker position was funded in the department in FY 13, and the position was filled in January 2013. PBO recommends that the department first seek Commissioners Court approval of cremation policy to better determine the future needs of this program. This approach will assist in further analyzing an appropriate staffing complement to the program.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Indigent burials	168	175	185	200

Additional Comments:

During the FY 13 budget process, the department referenced the plan to bring a cremation policy to Commissioners Court, but has not yet done so.

The department also has indicated that the implementation of this program would provide a cost-effective alternative to regular burial for the county, but will require the location of legal next of kin to approve or reject cremation before cremation can occur. PBO infers that the department is indicating the possibility of an increased workload, should this cremation policy be approved by Commissioners Court and implemented by the department. The department should capture and report any increased workload levels that result from having this policy approved by Commissioners Court and implemented by the department.

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Burial Caseworker – 1 FTE	3
Name of Program Area: (From applicable PB-3 Form)	HHSVS Family Support Services	
Funds Center:	158010	
Total Amount of Request:	\$ 72,225	
Collaborating Departments/Agencies:	TNR, Medical Examiner's office, Funeral Home Operators	
Contact Information (Name/Phone):	Jim Lehrman, LMSW-AP, 854-9879	

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

Travis County is required by State Statute and guided by Chapter 73 to bury indigent residents and deceased residents that are relinquished to the County for burying. As the overall population in Travis County increases and the elderly portion of that population increases, so does the demand for indigent/default burials.

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

HHSVS continues to see a high number of indigent residents without financial or family resources to bury them upon death. Some deceased indigent residents have relatives that meet the eligibility criteria for County burial, some do not have relatives that can be found and some have relatives who do not meet the eligibility criteria and relinquish the deceased to the County for a default burial. In 2006 HHSVS buried 93 individuals; 13 of which the legal next of kin relinquished the deceased to the County for burial. In 2012 the HHSVS buried 168 individuals, 79 of which legal next of kin relinquished to the County for burial. The economic conditions for many families are such that they are having an increasingly difficult time burying family members who did not plan for those expenses themselves.

Deaths of indigent residents are often associated with very hot and very cold times of the year. Additionally, the Medical Examiner's office will periodically release multiple deceased residents at one time. HHSVS has dedicated two full time and a part time eligibility staff to indigent/default burials, which is not adequate for the burial workload. The staff spends significant amounts of time locating family members of the deceased, working with funeral homes on burial preparations, dealing with grieving family members and establishing eligibility of the deceased for the County burial program and attending funerals. The eligibility process alone can require a minimum of 2 hours per family. If the family is determined to not be eligible, the staff must begin the process all over again for a defaulted burial. They must also coordinate with TNR to prepare the burial site and attend the burial itself. For many homeless without locatable family members, the staff works to locate suitable clothing for the deceased from thrift stores. Given the number of burials handled in 2012, staff spent over 1,500 hours on the eligibility process alone. This did not include the time spent locating and/or verifying legal next of kin. These hours also do not include coordinating with others for the burial process and interment, or the travel time for staff to complete these tasks.

HHSVS will be bringing a cremation policy to the Travis County Commissioner Court, in 2013. Cremation is a cost effective alternative to regular burial. Presently, Travis County pays funeral homes \$850.00 to prepare a deceased resident for burial in the County cemetery. It averages \$1000.00, if the deceased is oversized. It is expected that cremations will be less expensive than internments. Most county cremation policies, however, require a relative to approve or reject cremation before cremation can occur. If the policy for Travis County is approved with the same requirement, it will be even more important to locate the deceased resident's next of kin.

Burial staff will be traveling more due to the relocation of the County Cemetery to 14510 Wells School Road in Manor. The staff is housed at Palm Square so it will be a 44 mile round trip to witness a burial. There is a trailer at the cemetery that will be equipped for staff to use when multiple burials are held in one day.

Although FSS has a rotation system for the services of several funeral homes for body preparation, a standardized detail process and set of expectations need to be refined. Likewise, to avoid several deceased residents from being released from the Medical Examiner's Office at once, procedures need to be developed.

It is also anticipated that and RFP will be released, once the cremation policy is approved to set the payment level for cremations, renegotiate internments and to expand the provider base.

A clothing closet for suitable burial attire is in the process of being utilized and expanded.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

Presently, the burial functions are managed by two caseworkers and a part time caseworker. Funding this request would bring the staffing level to 3 full time caseworkers that will continue past FY 14 due to the continuing nature of more people dying out of a growing population. This would expedite the burial of clients and reduce the time that deceased people stay in funeral homes.

4. 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.

HHSVS presently has a performance measure for indigent burials. That data helped develop this request. No independent evaluation is needed.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Indigent burials	168	175	185	200

5b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:				
The number of burials fluctuates each year with the number of indigent deaths that the individual or family cannot pay for themselves. The number of burials has increased each year due to a growing population, a growing elderly population and the economic conditions. The additional and dedication of staff to burial will improve the manner in which families go through the eligibility and burial process. Working relations among FSS and the Medical Examiner's office and the funeral homes will also be improved.				
6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.				
Burials will be delayed and will cause funeral homes to incur costs for refrigeration.				
7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.				
Indigent burials is a collaborative effort of 3 different components of Travis County; HHSVS, TNR and the Medical Examiner's office. It also takes collaboration and coordination with the numerous funeral homes in the county.				
8.	Additional Revenue: Does this proposal generate additional revenue? Y/N			No
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>			N/A
9.	If requesting a new position(s), is office space currently available? Y/N			Yes
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:			
	Building Location#	Palm Square	Floor #	2
	Suite/Office #	2000	Workstation #	1
10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).				
10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?				

Req #9: Increase Financial Infrastructure to Maintain Fiscal Compliance– 2 FTE, \$147,718

Fund: General Fund

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs	2	0	0
Personnel	\$125,256	\$0	\$0
Operating	\$12,956	\$0	\$0
Subtotal	\$138,212	\$0	\$0
Capital	\$9,506	\$0	\$0
Total Request	\$147,718	\$0	\$0

Dept. Summary of Request:

The Finance Office requests a Contract Compliance Specialist and Administrative Assistant. The department reports that the Finance Office has reached its maximum capacity and requires additional staffing resources to maintain its current efforts. Currently, there are three FTE Contract Compliance Specialists that oversee all the County's social service contracts and/or similar types of agreements, and the office requires the assistance of temporary staffing and overtime work for regular, exempt- and non-exempt staff. These two positions would continue the fulfillment of positions requested last year, which, according to the department, will allow for the appropriate staffing levels and structure to meet the growing demands, and challenges, the continued annual increase in resources and the reporting requirements the department has in its normal course of work.

The department also reports a great amount of growth in its budget, increased grant award funds and complexity of oversight in the past several years, in addition to the doubling of the level of contract/sub-contracts the department oversees. The department's budget request states:

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.

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 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.

PBO Recommendation:

PBO does not recommend funding for these requests for additional resources at this time. PBO has had to balance requests for additional staff county wide and could not accommodate funding all the requests for FTE in the Preliminary Budget. PBO recommends that the department prioritize among the requests for FTE and consider repurposing one of the long-term vacant positions in the department to be used to fill these needs.

Req #9: Increase Financial Infrastructure to Maintain Fiscal Compliance – Finance-2 FTE

The department has not filled the vacant Contract Compliance Specialist in the division that was funded in FY 13. PBO recommends the department wait until the position has been filled and the impact on workload and outcomes can be determined for at least an additional year before additional FTE of the same type are considered.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Req #9: Finance Office - Increase Financial Infrastructure to Maintain Fiscal Compliance				
Percentage of Timely and Accurate Financial Reports provided to HHSVS Programs or Offices	50%	65%	65%	75%
Divisions and Programs receive prompt and accurate responses to purchasing requests.	75%	75%	75%	85%

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Finance Office - Increase Financial Infrastructure to Maintain Fiscal Compliance - 2 FTE's	#9
Name of Program Area: (From applicable PB-3 Form)	Finance	
Funds Center:	1580030001	
Total Amount of Request:	147,718	
Collaborating Departments/Agencies:	County Auditor, County Purchasing, County Attorney, PBO, TDHCA, Non-Profit Agencies	
Contact Information (Name/Phone):	Kathleen Haas 854-4121	
1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.		
<p>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 continue with the needed growth of positions requested last year. This will allow for the appropriate staffing levels and structure to meet the growing demands, and challenges, the continued annual increase in resources and the reporting requirements the Department has in its normal course of work.</p>		
2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department, and arguments in favor of this proposal.		
<p>HHSVS' Finance Office is respectfully requesting 2 FTEs: 1 FTE Contract Compliance Specialist 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.</p> <p>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.</p> <p>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.</p>		

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 3 FTE Contract Compliance Specialists that oversee all the County's social service contracts and/or similar types of agreements, e.g. Interlocals.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

If this package is funded, the slots will be requested from HRMD in October 2013 with posting, interviewing and offers commencing within the first 6 months of FY 2014.

4. 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.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Percentage of Timely and Accurate Financial Reports provided to HHSVS Programs or Offices	50%	65%	65%	75%
Divisions and Programs receive prompt and accurate responses to purchasing requests.	75%	75%	75%	85%

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

- 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.

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.

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.

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

7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.

8. Additional Revenue: Does this proposal generate additional revenue? Y/N

If yes, is copy of the County Auditor’s revenue form and other relevant backup information attached? Y/N
Please note that original revenue materials must be sent to the Auditor’s Office.

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

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

Building Location#

Floor #

Suite/Office #

Workstation #

10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).

10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?

PBO has grouped the following requests that relate to AgriLife programs:

Req #10: FCS (Family & Consumer Sciences) Volunteer Coordinator – 0.5 FTE, \$ 24,239

Req #11: Planner/Manager/Research Specialist Associate: Sustainable Urban Agriculture Assistant –1.0 FTE, \$66,525

Fund: General Fund

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs	1.5	0	0
Personnel	\$67,718	\$0	\$0
Operating	\$12,250	\$0	\$0
Subtotal	\$79,968	\$0	\$0
Capital	\$10,796	\$0	\$0
Total Request	\$90,764	\$0	\$0

Dept. Summary of Request:

Req #10: FCS (Family & Consumer Sciences) Volunteer Coordinator – 0.5 FTE

HHSVS is requesting an additional \$22,000 to reclassify The FCS (Family & Consumer Science) Volunteer Coordinator position from 0.5 FTE, temporary position to a permanent 0.5 FTE. AgriLife Extension is able to fund \$17,000 of the total amount needed (\$38,957) internally.

The department gave the following description of the position and need:

This 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. The part-time 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.

This position will increase volunteer recruitment, training and management efforts in the areas of Health & Wellness, Food Preservation & Safety, and Financial Literacy Education, thus multiplying the ability of the AgriLife Extension program to provide research-based, educational services to Travis County citizens.

In 2012, our volunteers made 82,734 direct teaching contacts and contributed 58,899 hours of service. That's the equivalent of 29 full-time employees, representing a value of over \$1,283,400 million dollars (hourly value of volunteer time provided by independentsector.org).

Req #11: Planner/Manager/Research Specialist Associate: Sustainable Urban Agriculture Assistant – 1.0 FTE

HHSVS requests funding for a Planner/Manager/Research Specialist to assist the Sustainable Food Policy Board (SFPB) with its work on behalf of the Travis County Commissioners Court.

The department gave the following description of the position and need:

This position would also assist with education and outreach efforts of AgriLife Extension. This employee would serve as liaison for the county and Extension with the SFPB, advising the SFPB, and assisting the community 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 Central Texas there is tremendous energy around the local food system, coalescing from viewpoints of public and personal health, ecological stewardship, and equitable food access. Austin/Travis County created the advisory Sustainable Food Policy Board to “improve the availability of safe, nutritious, locally, and sustainably-grown food.” The numbers of local farmers’ markets, farm stands, CSA (community supported agriculture) subscriptions, and school gardens have proliferated.

HHS/VS has worked with the SFPB 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. This position would allow for greater efficiency in providing an infrastructure to meet the needs of resident Boards in order for their work to be effective and informative for the Commissioners Court. It would also increase the capacity of the Texas A&M AgriLife Extension Service to provide services for issues related to sustainable urban agriculture.

AgriLife Extension offers educational programs and resources for current and potential urban farmers, and other county residents wishing to learn how to grow their own food. These programs are new, and are in addition to the ongoing programs that Extension provides. With additional organizational support, Extension could provide outreach to many more community residents and entrepreneurs, wishing to start in the business of small-farming operations.

PBO Recommendation:

PBO does not recommend funding for these requests for additional resources at this time. These programs are not mandated services of the department. PBO has had to balance requests for additional staff county wide and could not accommodate funding all the requests for FTE in the Preliminary Budget.

Req #10: FCS (Family & Consumer Sciences) Volunteer Coordinator

PBO recommends that the department reallocate internal funds to continue this part time position.

Req #11: Planner/Manager/Research Specialist Associate: Sustainable Urban Agriculture Assistant

PBO does not recommend funding for this position in the Preliminary Budget.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Req #10: FCS (Family & Consumer Sciences) Volunteer Coordinator				
Volunteers Trained	1,720	1,400	1,600	1,700
Clientele Reached by Volunteers	82,734	80,000	85,000	90,000
Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Req #11: Planner/Manager/Research Specialist Associate: Sustainable Urban Agriculture Assistant				
Total Urban Ag. Educ. Contacts	6,074	7,000	7,000	10,000
Educational Programs Presented	11	12	12	17

Additional Comments:

The department gave the following status report about the temporary positions:

As of May 2012, two (2) individuals have filled this temporary position - the first for 4.5 months (May-Sept. 2012), and the second person started on Jan. 3, 2013. The temporary position has trained and coordinated 41 Financial Literacy volunteers who have provided 152 programs reaching 1,482 participants. She has also trained and coordinated five (5) Master Wellness Volunteers who completed a 40-hour training course in August 2012 and they have reached 940 participants. She has also set-up three (3) social media sites in February 2013 which have 57 new subscribers/51 followers as of March 1, 2013. If this request is approved, we anticipate this position reaching an additional 100 volunteers and 5000 program participants in FY14.

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	FCS(Family & Consumer Sciences) Volunteer Coordinator	# 10
Name of Program Area: (From applicable PB-3 Form)	Texas A&M AgriLife Extension Service	
Funds Center:	1580450001	
Total Amount of Request:	\$ 39,967	
Collaborating Departments/Agencies:		
Contact Information (Name/Phone):	Dolores Sandmann - 512-854-9602	

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, and arguments in favor of this proposal.

CURRENT ISSUES:

The need for financial literacy, nutrition/wellness, and food preservation 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.

-Rising food costs have persuaded many people to plant gardens and preserve their harvest.

Home food preservation processes have been developed based on sound scientific principles to decrease the incidence of foodborne illness and death.

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 \$22,000 to reclassify this position to a permanent half-time with benefits, including operating expenses.

-Partial increase in salary (\$958) to provide full funding at \$17,304.

-Increase budget to provide benefits for this position - \$11,933.

-Increase budget to provide travel and office supplies for this position - \$3,500.

-Need to provide computer and phone/phone line for this position (one-time cost) \$4,978. This position will increase volunteer recruitment, training and management efforts in the areas of Health & Wellness, Food Preservation & Safety, and Financial Literacy Education, thus multiplying the ability of the AgriLife Extension program to provide research-based, educational services to Travis County citizens. In 2012, our volunteers made 82,734 direct teaching contacts and contributed 58,899 hours of service. That's the equivalent of 29 full-time employees, representing a value of over \$1,283,400 million dollars (hourly value of volunteer time provided by independentsector.org).

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

If approved, hiring would be implemented in FY14, and the position would be filled as soon as the County hiring practices would allow.

By the end of FY2014, the following outcomes would occur:

- Recruit and train 100 volunteers to implement financial literacy education, nutrition/wellness education, and food preservation/safety programs.
- Volunteers will reach an additional 5,000 clientele in Travis County.
- Evaluation results of programs will be shared with stakeholders and community partners.

4. 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.

Program Measurement

As of May 2012, two (2) individuals have filled this temporary half-time position - the first for 4.5 months (May-Sept. 2012), and the second person started on Jan. 3, 2013. The Temp. Position has trained and coordinated 41 Financial Literacy volunteers who have provided 152 programs reaching 1,482 participants. They have also trained and coordinated five (5) Master Wellness Volunteers who completed a 40-hour training course in August 2012 and they have reached 940 participants. They have also set-up three (3) social media sites in February 2013 which have 57 new subscribers/51 followers as of March 1, 2013.

Program Evaluation

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.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Volunteers Trained	1,720	1,400	1,600	1,700
Clientele Reached by Volunteers	82,734	80,000	85,000	90,000

5b. 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, nutrition/wellness education and food preservation/safety education.			
6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.			
Not funding this request will significantly scale back efforts for the Texas A&M AgriLife Extension Service-Travis County to:			
-leverage volunteers to provide needed programming in the areas of financial literacy education, nutrition/wellness education (diabetes, chronic disease, and obesity prevention), and food preservation/safety education.			
-cultivate community networks/partnerships to collaboratively address these needs.			
7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.			
-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			
8.	Additional Revenue: Does this proposal generate additional revenue? Y/N	No	
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>		
9.	If requesting a new position(s), is office space currently available? Y/N	Yes	
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:		
	Building Location#	1600 Smith Road, Austin 78721	Floor # 1
	Suite/Office #	117	Workstation # A
10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).			
10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?			
Funding this request will allow the AgriLife Extension Service-Travis County to train 50 volunteers which will increase our capacity to reach an additional 5,000 clientele with programming in the areas of financial literacy education, nutrition/wellness education and food preservation/safety education.			

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Planner/Manager/Research Specialist Associate: Sustainable Urban Agriculture Assistant	#11
Name of Program Area: (From applicable PB-3 Form)	Texas A&M AgriLife Extension Service	
Funds Center:	1580430001	
Total Amount of Request:	\$65,525	
Collaborating Departments/Agencies:	City of Austin	
Contact Information (Name/Phone):	Dolores Sandmann - 512-854-9602	

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

The Department requests funding for a Planner/Manager/Research Specialist to assist the Sustainable Food Policy Board (SFPB) with its' work on behalf of the Travis County Commissioners Court. Position would also assist with education and outreach efforts of AgriLife Extension. Position would serve as liaison for county and Extension with the SFPB, advising the SFPB, and assisting the community, 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 SFPB needs consistency in its interaction with County staff. Also, a staff person is needed to stay up to date and informed on the Board's work and their needs, and to assist with delivery of educational programs and community outreach on producing food locally.

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

CURRENT ISSUES:

Four years ago, the USDA's Census of Agriculture data revealed historical growth in small acreage farming operations, and spotlighted a maturing \$3.16 billion organics industry (including over 14,500 organic farms and ranches) that was poised to grow. These agricultural trends hinted of major transformations underway in food systems across America.

In Central Texas there is tremendous energy around the local food system, coalescing from viewpoints of public and personal health, ecological stewardship, and equitable food access. Around the same time as the USDA's Organic Survey, Austin/Travis County created the advisory Sustainable Food Policy Board to "improve the availability of safe, nutritious, locally, and sustainably-grown food." Soon after, the City of Austin created a Department of Sustainable Agriculture and Community Gardens, and Texas House Representative Eddie Rodriguez chartered the nation's first bipartisan Farm to Table Caucus. Meanwhile, the numbers of local farmers' markets, farm stands, CSA (community supported agriculture) subscriptions, and school gardens have proliferated.

REQUEST:

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.

HHS/VS has worked with the SFPB 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.

AgriLife Extension offers educational programs and resources for current and potential urban farmers, and other county residents wishing to learn how to grow their own food. These programs are new, and are in addition to the ongoing programs that Extension provides. With additional organizational support, Extension could provide outreach to many more community residents and entrepreneurs, wishing to start in the business of small-farming operations.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

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.

Funding would provide a liaison between the County/Extension and the City of Austin (working with the city's sustainability officer) to partner on educational programs on sustainability for: current and potential urban farmers, current and potential community garden leaders and participants, backyard/homestead/permaculture community, and the county population at large, on issues regarding sustainability.

4. 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.

Program Measurement:

A minimum of five educational programs will be held for current and potential urban farmers. Coordination of Sustainable Food Policy Board (SFPB) meetings and activities.

(Performance Measures listed below include current educational contacts that have been made by the Horticulture-Travis County Extension Agent. Projected #'s for FY14 do not include requested position's involvement with the SFPB - that will need to be determined)

Program Evaluation:

Attendees will be asked to evaluate their intention to adopt the best management practices that they learned in the program. 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.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Total Urban Ag. Educ. Contacts	6,074	7,000	7,000	10,000
Educational Programs Presented	11	12	12	17

600

5b. 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.			
6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.			
If this request is not funded, HHS/VS will continue to struggle with the provision of support for this group. In addition, the ability of Extension to provide educational outreach in this area will be limited, along with our ability to leverage volunteers and cultivate community networks/partnerships to collaboratively address urban farming and sustainable agriculture.			
7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.			
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. Volunteer resources will be leveraged to support this effort, and office space is currently available			
8.	Additional Revenue: Does this proposal generate additional revenue? Y/N		No
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>		
9.	If requesting a new position(s), is office space currently available? Y/N		Yes
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:		
	Building Location#	1600 Smith Road, Austin 78721	Floor # 1
	Suite/Office #	116	Workstation # B
10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).			
N/A			
10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?			
If this request is filled, it will allow for greater efficiency in providing an infrastructure to meet the needs of resident Boards in order for their work to be effective and informative for the Commissioners Court. It would also increase the capacity of the Texas A&M AgriLife Extension Service to provide services for issues related to sustainable urban agriculture.			

FY 2014 EXTERNAL BUDGET REQUESTS

Travis County received 33 requests (#17- #49) from external departments and agencies. HHSVS has thoughtfully considered the requests and has given the following prioritized ranking based on population needs, County priority areas, and the perceived strength of each proposal. HHSVS does not recommend that these programming opportunities be funded on an ad-hoc basis, but that a deliberate procurement process be implemented to fund the requests below.

- Req #17: AVANCE Austin – Parent-Child Education Program**
- Req #18: American Youth Works – Workforce Development**
- Req #19: Any Baby Can – Healthy and Fair Start**
- Req #20: Boys and Girls Club – Great Futures Program**
- Req #21: Meals on Wheels and More – Congregate Meals Program**
- Req #22: Big Brothers Big Sisters – Beyond School Walls**
- Req #23: SafePlace Travis County Domestic Violence and Sexual Assault Survival Center – Children’s Services**
- Req #24: Green Doors**
- Req #25: Skillpoint Alliance – Adult Workforce Division**
- Req #26: Austin Children’s Shelter – Strong Start**
- Req #27: Capital IDEA**
- Req #28: Austin ISD – Travis County Collaborative Afterschool Partnership**
- Req #29: Meals on Wheels and More**
- Req #30: The Seedling Foundation – Seedling Promise (school mentor program)**
- Req #31: AIDS Services of Austin**
- Req #32: Austin Free-Net – Computer Training = Job Readiness**
- Req #33: Foundation for the Homeless, Inc. – The New Hope Project**
- Req #34: Waterloo Counseling Center – Mental Health Services**
- Req #35: Capital Area Food Bank – Mobile Food Pantry**
- Req #36: ECHO**
- Req #37: Austin Free-Net - A+ Technical Certification Program**
- Req #38: Workforce Solutions – Quality Child Care Collaborative (QC3)**
- Req #39: African American Men and Boys – Youth Resource Center and Conferences**
- Req #40: Easter Seals – Mobile Workforce**
- Req #41: Workforce Solutions – Ready By 21**
- Req #42: The Arc of the Capital Area – Guardianship Case Management**
- Req #43: African American Men and Boys – RAISE UP Workforce Development Program**
- Req #44: Changing Expectations Corp – STEM Education Program**
- Req #45: BiGAUSTIN Small Business and Job Creation Ex-Offender Re-entry Program**
- Req #46: The Overton Group**
- Req #47: English @ Work - Workplace English classes**
- Req #48: Community Action Network**
- Req #49: African American Men and Boys – Jump On It**

Fund: General Fund

Req #28: Austin ISD – Travis County Collaborative Afterschool Partnership

Travis County Collaborative Afterschool Partnership requests \$322,172. Currently funded in the amount of \$544,800, TCCAP serves 342 students at Pearce, 390 at Webb, 442 at Garcia, 330 at Paredes, and 116 at Ann Richards School for Young Women Leaders totaling 1,620, exceeding grant expectations. Preliminary data indicates that the program is on target for meeting the objectives stated in the 2013 Work Statement. The request for additional funding is part of an urgent effort to sustain the current level of programming at Garcia, Paredes, and Pearce Middle Schools where other funding streams used to supplement the program either are reduced or end in July of 2013. The budget request also includes funding to expand proven social services and case management at Pearce and Garcia Middle Schools, where there is a severe need for more social services and case-management.

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Austin ISD	28
Name of Program Area: (From applicable PB-3 Form)	Travis County Collaborative Afterschool Partnership	
Funds Center:	1580540001	
Total Amount of Request:	342,172.00	
Collaborating Departments/Agencies:	AISD, Council on At-Risk Youth, Communities In Schools	
Contact Information (Name/Phone):	Shirlene Justice 512/414.0452 sjustice@austinisd.org	

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

The Travis County Collaborative Afterschool Partnership (TCCAP) administers a comprehensive out-of-school time (OST) program that is aligned with school-day learning and enjoys the support of school leadership at four middle school campuses; Garcia, Paredes, Pearce, and Webb. In addition, through Communities in Schools (CIS) and the Council on at-Risk Youth (CARY), TCCAP provides case management at all five TCCAP middle schools: Ann Richards, Garcia, Paredes, Pearce, and Webb.

Currently funded in the amount of \$544,800, TCCAP serves 342 students at Pearce, 390 at Webb, 442 at Garcia, 330 at Paredes, and 116 at Ann Richards School for Young Women Leaders totaling 1,620, exceeding grant expectations. Preliminary data indicates that the program is on target for meeting the objectives stated in the 2013 Work Statement. The request for additional funding is part of an urgent effort to sustain the current level of programming at Garcia, Paredes, and Pearce Middle Schools where other funding streams used to supplement the program either are reduced or end in July of 2013. The budget request also includes funding to expand proven social services and case management at Pearce and Garcia Middle Schools, where there is a severe need for more social services and case-management.

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

Since the beginning of this project in 2005, Austin ISD and the TCCAP partners have been successful at obtaining additional funding to supplement the grant from Travis County. The supplemental funding when added to Travis County funds allowed the project to expand to Paredes Middle School in 2011. In the summer of 2013, grants providing a large percentage of the supplemental funding will end. Without additional funding, the Paredes program will close and the size and scope of the Garcia and Pearce programs will diminish.

This additional funding request of \$342,172 reflects the costs associated with sustaining the successful afterschool program at Paredes Middle School; continuing to provide the same scope of programming at Garcia and Pearce; creating a full-time position for a social worker through CARY at Pearce Middle School; and expanding social services through CIS to double the number of students both organizations can serve at each school.

The continued success of our current afterschool programs hinges on securing additional funding to make up for the significant loss of 21st Century Community Learning Centers (21st CCLC) funding through our partner, Boys and Girls Club of Austin; the grant ends June 2013. Additionally, Pearce Middle School is losing 50% of its 21st CCLC afterschool funding beginning August 2013. The need for extended-day learning activities, youth development, transition support and parent involvement opportunities has increased over the past few years; there are no other existing programs at or near these schools that have the capacity to meet the continued needs of the community. TCCAP's most urgent priority is to continue providing high quality afterschool and summer programs at Garcia, Paredes, and Pearce and avoid creating a vacuum that leaves these communities without any enrichment resources outside of the school day.

Priority One - OST Program

Currently, TCCAP's successful model provides OST enrichment before and after school, and for four to six weeks during the summer to 843 students attending Garcia, Paredes, and Pearce from the 78723, 78724, and 78744 zip codes, communities dramatically at-risk. Increased funding from Travis County will keep the Paredes program open and allow TCCAP to maintain the current scope of programming and the number of students served at Garcia and Paredes. Nationwide studies show that high-quality OST enrichment programs decrease violence and aggressive behavior, and students whose parents actively participate in their students' academic and personal growth show significant gains.

School leadership, neighborhood associations, our community-based partners, the police, and other collaborators have a strong commitment to making each school community a better place for young people. But no single effort can begin to meet all the needs of students and their families without the resources, facilitation and leadership provided under this collaborative effort funded by Travis County. This is why it has always been necessary for AISD and the TCCAP partners to seek funding from other sources. Because other grant funding is ending, TCCAP requests additional funding from Travis County so that Garcia, Paredes, and Pearce Middle Schools together with their partners will be able to continue to target and serve the 843 at-risk youth during the out of school time to keep these young people engaged in the educational process, increase academic achievement, improve life skills, build character and help create a safer community.

Priority Two - Case Management

CARY - Current Travis County Funding supports a half-time CARY social worker. TCCAP is requesting support to fund a full-time social worker to case manage Pearce young people who most at-risk for entering the juvenile justice system. By funding a full time professional employee at Pearce Middle School, CARY will be able to deliver its Aggression Replacement Training (ART) curriculum to a significantly larger number of at-risk students increasing the number from forty to eighty. ART is an evidence-based program that focuses on training adolescents to cope with their aggressive and violent behaviors in a group counseling setting. It is a multimodal program that has four components: Social Skills, Anger Control Training, Moral Reasoning and Character Education. Students involved in the ART training also participate in service learning projects. The full-time social worker will assist students individually and provide counseling to establish behavioral goals and to help students learn from their experiences. Counseling includes role modeling, homework help, and self-management training. Currently, the principal at Pearce Middle School works closely with CARY to help students improve and build character rather than taking punitive measures; existing case management has been largely successful. With additional funding CARY will not only serve more students but have a more consistent and visible presence on the campus increasing the likelihood that negative behaviors can be prevented before they escalate.

CIS

TCCAP is also requesting one additional CIS professional case worker to provide ongoing counseling, crisis intervention and case management services to 65 additional students at Gus Garcia Middle School. This staff member would have a minimum of a Master's degree with significant clinical experience with adolescent populations and would be supervised by the current CIS Program Manager on campus. This Caseworker will also provide short-term services and interventions for other students who present in crisis, but who may not necessarily benefit from ongoing counseling services. Anticipated outcomes include: 90% of case-managed students will be promoted to the next grade; and 83% of case-managed students will improve in academics, attendance, and/or behavior.

By addressing the underlying issues that lead to detrimental behaviors, CIS is positioned to significantly impact several individual and community factors. Behavioral needs, which include mental health and emotional needs, represent the leading reasons for referring students to CIS services. In fact, the majority 75% of students served by CIS are targeted for behavioral health issues. Similarly, by intervening early, CIS staff can proactively address social service needs as they are identified before they escalate into more significant or chronic issues. Through the provision of school-based counseling and case management, clients will reduce a variety of negative behaviors (e.g. fewer fights with peers, less conflict with teachers or campus administration, reduced truancy, less delinquency in the community, fewer behaviors related to unmet mental health needs, reduced school drop-out) and increase many positive behaviors (e.g. improved communication skills, increased ability to respond appropriately to conflict, improved attendance, improved academic performance, increased grade promotion).

These outcomes will be measured through objective data sources such as discipline referrals, school attendance records, report cards, and teacher feedback. The proposed strategy will also lead to a reduction in the need for clients to access other, more costly, community resources, as well as less crime and delinquency in surrounding communities.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

Anticipated Outcomes

- Increase number of students at Garcia and Pearce who receive case-management services
- Maintain current OST programming at Paredes
- Maintain the current scope of programming and numbers of youth served at Garcia

Timeline

October 2013	Planning
January 6, 2014	Hiring and startup
January 13, 2014	Training
January 7, 2014	First day of school – CIS and CARY program begins
October 2013 – January, 2014	Marketing and registration for afterschool program
January 21, 2014	Afterschool program begins
April 2014	1st Quarterly Report due
May 2104	Summer Training and registration
June, 2, 2014	Summer session begins
July 2014	2 nd Quarterly Report due
August 2014	Hiring and startup
August 2014	Training
August 2014	First day of school – CIS and CARY program begins
September 2014	Afterschool program begins
October 2014	3 rd Quarterly Report due
January 2015	Final report for 2014 program

4. 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.

Program staff will work with AISD's Department of Evaluation (DPE) and Management Information Systems (MIS) to provide ongoing monitoring by tracking program performance indicators. Quantitative indicators will include STAAR scores, grades, promotion rates, behavior, and school attendance; qualitative indicators as measured by student surveys will include student attitudes toward schoolwork, risky behaviors, and peers. An AISD evaluator will produce the final report required for this grant. In addition to extracting data from district student records and assisting program staff with data inquiries, the AISD DPE evaluator will also conduct a basic evaluation to assist the Afterschool Coordinator with program monitoring and improvement. The primary purpose of the basic evaluation will be to provide quantitative information about the TCCAP program participants and to assess the relationships between program participation and the proposed outcomes (i.e., attendance, academic achievement, and behavior). The reports will include a comparative analysis of TCCAP participants with non-participating students attending the same schools.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Number of unduplicated clients served	1,125	1,125	1,125	1,125
Cost per day per student	<\$5.00	<\$5.00	<\$5.00	<\$5.00
Percentage point difference between mean GPA of core participants and nonparticipants	2%	2%	2%	2%
Number of participants promoted to the next grade level	1,125	1,125	1,125	1,125
Number of participants who report positive attitudes about school	900	900	900	900
Percentage point difference between school day attendance of participating students compared to school day attendance of non-participating students	2%	2%	2%	2%
Number of core students participating in prevention programs who have a decrease in discipline referrals	338	338	338	338
Number of participants who report feeling safe in their afterschool program, and that afterschool program helps them avoid risky behaviors	844	844	844	844
Number of participants who report positively about self esteem and ability	844	844	844	844

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

Funding the request will sustain afterschool programs at Paredes Middle School; maintain the existing high level of quality of afterschool programs for Garcia Middle School; and increase social services and case management for the most at-risk students at Pearce and Garcia Middle Schools.

Expanding the social services and case management provided by CIS at Garcia Middle School would result in an additional 65 students receiving much-needed services. Anticipated outcomes include 90% of case-managed students will be promoted to the next grade and 83% of case-managed students will improve in academics, attendance, and/or behavior.

Additionally, CARY will be able to provide a full-time social worker to Pearce, allowing them to serve an additional 40 students. Anticipated outcomes include increased attendance; improved grades; a reduction in referrals, including referrals for violent or aggressive behavior; lower in-school and out-of-school suspension rates; and a reduction in referrals to Alternative Education Programs (EAPs) and Juvenile Justice Alternative Education Programs (JJAEPs).

In terms of out-of-school time resources, funding this request enables TCCAP to continue to meet current performance measures, service levels, and program outcomes as described in the above table and our most recent Work Statement.

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.

If increased funding does not occur, Paredes Middle School will be left without the resources to offer any OST enrichment programs to their students. The dearth of safe, enriching OST opportunities will force working families to leave young people unsupervised during the crucial 3:00-6:00 time period and during the summer when dangerous and risky behaviors are likely to occur. If this request goes unfunded, Paredes students will miss an opportunity to participate in a comprehensive range of out-of-school time academic assistance, enrichment, family and parental support, and college and workforce readiness activities before and after school as well as in summer.

The resources that were allocated to Paredes in 2011 will be shifted back to Garcia Middle School, where TCCAP partners will struggle to maintain the current scope and provide a comprehensive and high quality OST program. It will be impossible to maintain the current numbers without curtailing the quality of programming and diversity of offerings will be scaled back to suit the limited resources available.

For years, CIS and CARY have targeted services at Garcia and Pearce Middle Schools due to the high needs of these student populations. Demographic data shows that Garcia primarily serves students of color (98%) growing up in poverty (99%) at risk for school dropout (67%). The percentage of students who are Limited English Proficient (LEP) is 30% and there is a very high mobility rate of 24%. Since the school opened, there has been persistent conflict between racial groups that frequently escalate into violence both on campus and in the community. The story is similar at Pearce Middle School, where students of color make up 94% of the total population, with 96% growing up in poverty and 64% of student at-risk for dropping out; 33% are LEP. Crime and gang activity are prevalent in the surrounding neighborhoods and many Pearce and Garcia students have experienced significant trauma at home or in the community. Despite improvements in school climate and comprehensive behavior management protocols, student discipline remains a significant issue on both campuses, where some of the highest rates of home suspensions and in-school suspensions occur in AISD. In recent years, CIS and CARY

have seen a marked increase in both the number and severity of referrals for mental health issues, violence and aggression, and an increase in referrals of students demonstrating suicidal ideation and self-harming behaviors (e.g., cutting) at school. CIS and CARY have struggled to fully address these serious needs while also providing comprehensive case management services for the large number of students on the caseload, and currently must maintain a long waitlist due to insufficient staffing. Without this increase in funding, the vast need will continue to go unmet and proven services will be withheld from those who need it most.

7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.

As the TCCAP partners have done in the past, they will continue to seek addition funds to leverage Travis County funding. Until recently, the partnership has been extremely successful in its efforts to obtain additional funding. At this juncture, a large percentage of the leveraged funds are going away and that is precisely why we are making this request. Given that, each partner continues to bring considerable resources to the program including funding, curriculum, volunteers, and expertise in their specific areas. Thus, we will continue to ensure that the leveraging of resources will be maximized. The combined monetary value of the leveraged services provided by the partner organizations on these three campuses is \$90,703, which is a staggering shift downward from \$191,249, or 2013 funding levels including the 21st CCLC grant that Boys and Girls Club will no longer receive to supplement Travis County funding at Garcia and the reduction of 21st CCLC funding that supplements the OST program at Pearce.

Continued collaborative efforts will include:

Austin ISD, ACE Austin

Contact: Shirlene Justice, 512/414.0452

Through 21st CCLC funding, Austin ISD will provide oversight and implementation of afterschool activities at Pearce Middle School, including afterschool enrichment and academic classes, homework help and tutoring services, and college- and workforce-readiness classes. Additionally, AISD will provide fiscal oversight, program management, space, and utilities at no cost to Travis County.

Boys and Girls Clubs of Austin

Contact: Erica Gallardo-Taft, 512/444-7199

Boys and Girls Clubs of Austin currently receives funding from the Dell Foundation and the St. David's Foundation to provide health and fitness activities at Garcia. In addition and with other funding, Boys and Girls Club provides oversight and implementation of afterschool activities at Webb Middle School, including afterschool enrichment and academic classes, homework help and tutoring services, and college- and workforce-readiness classes.

Communities in Schools

Contact: Suki Steinhauser, 512/464-9725

Communities in Schools receives support from United Way of the Austin Area to provide social services and case-management to additional students at Webb Middle School.

Council on At-Risk Youth

Contact: Adrian Moore, 512/451-4592

With other funding from Travis County and support from the City of Austin, CARY provides Aggression Replacement Training and case-management to students at Garcia and Webb.

8.	Additional Revenue: Does this proposal generate additional revenue? Y/N		N
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>		
9.	If requesting a new position(s), is office space currently available? Y/N		Y
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:		
	Building Location#	Floor #	
	Suite/Office #	Workstation #	

10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).

N/A

10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?

Yes, the request meets the definition of an improvement from what is currently possible in FY 2014. Additional resources will be used to expand CARY at Pearce Middle School so that services can meet the needs to an additional 40 students. Additional Travis County funding will also increase the CIS involvement at Garcia Middle School, so that CIS can provide case-management services to 65 more students. The result will be an additional 105 case managed students between the two campuses.

TCCAP will also use additional resources to maintain a high-quality afterschool program at both Paredes and Garcia Middle Schools. This includes working with a diverse group of community-based organizations to provide afterschool and summer enrichment opportunities that adhere to the Weikert Center for Youth Program Quality's innovative YPQ model. YPQ is designed to help program staff continuously assess, plan, and improve the out-of-school-time services they provide. The YPQ model is based on the YPQA tool, a nationally-validated instrument designed to evaluate the quality of youth programs and identify staff training needs.

Access to current technology is integral to college and workforce readiness, and this funding would allow TCCAP to continue to fund activities that familiarize students with professional-grade technology used in the fields of aviation, digital music production, filmmaking, and engineering/robotics.

Best practices in out-of-school time dictates that a small student to staff ratio is maintained, that students have a voice in program offerings, and that all activities are led by highly-trained staff; though TCCAP will continue to seek additional funding streams to sustain the current level of high-quality afterschool programming at these middle schools, current funding may require an increase in the student to staff ratio; less diversity in program offerings, which may be limited to athletics and other low-cost activities; and a shift away from using a combination of school-day teachers and highly-trained vendor staff to a staff entirely comprised of entry-level, temp/hourly staff.

FY 2014 BUDGET REQUEST ANALYSIS

PBO has grouped these requests because they represent the department's desire to re-tool the method by which external agencies request and received funding from Travis County.

Req #1: Child and Youth – Early Childhood Services and School Readiness – \$1,500,000

Req #2: RFS process for Expanded Social Service Investments – \$4,000,000

Fund: General Fund

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs			
Personnel			
Operating	\$5,500,000	Reserve of \$2,500,000	
Subtotal	\$5,500,000		
Capital			
Total Request	\$5,500,000	Reserve of \$2,500,000	\$0

Dept. Summary of Request:

Health and Human Services and Veterans Services is requesting that Commissioners Court allow the department to change the way that funds are distributed for Early Education and Care and Social Service investments.

The department points out that in FY 12 and FY 13, needs in these areas from external agencies were funded using a process in which unstructured requests from outside agency are received, reviewed, presented to the Court, and approved or not for funding with neither formal consideration of how each addresses County needs nor an opportunity to carefully assess other alternative approaches.

Req #1: Child and Youth – Early Childhood Services and School Readiness

HHSVS requests that Commissioners Court allocate an additional \$1.5 million for the department to procure expanded services that promote school-readiness and support low-income families with young children, in order to expand targeted investments in early childhood services that align with the 2012-2015 Travis County School Readiness Action Plan (SRAP) and support healthy outcomes for families with children under six years old.

The department recommends a competitive procurement process that will include both current and new County investments, with special consideration for existing Travis County contractors.

The department believes that not funding this request could provide no increase to investments in the area of Early Education and Care, leaving identified gaps and collaborative community appeal to Commissioners Court unaddressed, or would continue following the process of funding requests from external agencies in an unstructured, unfocused manner.

The department states that:

Currently Travis County invests just over \$1.6 million in social service contracts and direct services that address the needs of low-income families with young children.

Combined community resources available to vulnerable families with young children serve less than one quarter of those eligible. The County, along with other funding partners, is asked to double its current investment in this issue area.

The joint planning effort of the SRAP asks all community funding partners – the City, the County, United Way, private investors, and others – to increase investments and align efforts in order to make substantive system-changes that will improve short-term outcomes for vulnerable families with young children, and broadly impact future outcomes for the Travis County community.

Req #2: RFS process for Expanded Social Service Investments

HHSVS requests that Commissioners Court work with the department to identify key issues and challenges that are of highest priority to the County and allocate new resources so that HHSVS and the County Purchasing office can conduct one or more formal RFS processes to solicit proposals that will best meet County needs.

The department states that:

The FY14 budget process is the third in which budget guidelines direct outside agencies to submit requests for new/expanded funding through County departments for consideration. The number of requests received has increased from 9 in 2012 and 18 in 2013 to 33 in 2014 (totaling just over \$4 million). The number and size of requests received makes it increasingly difficult to make an informed judgment on the relative merit of each request. In addition, the process as it stands now does not support effective prioritization of issues and needs.

The department believes that not funding this request could provide no increase to investments in purchased social services, leaving identified gaps unaddressed, or would continue following the process of funding requests from external agencies in an unstructured, unfocused manner.

PBO Recommendation:

PBO is supportive of exploring the department's recommended alternative to funding Early Education and Care and Social Service investments, and recommends setting aside a reserve to fund a more structured procurement processes of the type proposed by the department. This process would include input from HHSVS, the Purchasing Department and Commissioners Court, and that leverages both current and new County investments. This will help to standardize the method of funding and ensure that the most effective, proven programs receive funding to serve Travis County residents.

The FY 14 requests represent \$4,035,369. These requests are listed on page 46.

Budget Request Performance Measures:

Description	Actual FY 12 Measure	Revised FY 13 Projected Measure	Projected FY 14 Measure at Target Budget Level	Revised FY 14 Measure with Additional Resources
Req #1: Child and Youth – Early Childhood Services and School Readiness				
Overall number of families receiving Travis County-funded support services	N/A	400	400	800
Percent of children receiving support service who show improved developmental outcomes	N/A	90%	90%	90%
Percent of parents who show improvement in parenting skills	N/A	90%	90%	90%
Overall number of low-income children receiving Travis County-funded high quality early childhood education services	N/A	100	100	200
Estimate of low-income Travis County children who enter school kindergarten ready ¹	N/A	25%	25%	25%
Req #2: RFS process for Expanded Social Service Investments				
The department did not submit performance measures for this request, because none were available at the time of budget submission.				

Additional Comments:

The table below illustrates the growth in the number of requests and amount funded over the past few fiscal years.

¹ Currently in Travis County services for families with young children reach less than 25% of eligible families. This measure is an overall goal for the SRAP. The plan calls on all EEC community partners to substantially increase investment. Depending on the amount of overall increase in investment and service levels we stand to see this measure change after 2015. This measure is captured by the E3 Alliance of Central Texas using the Central Texas Guide for School Readiness.

	FY 12	FY 13	FY 14
Number of Requests	9	18	33
Amount Funded	\$422,767	\$1,393,999	TBD: Submitted requests total \$4,035,369

The department notes that out of 33 external requests received for FY 14, there are 11 that are currently receiving County funds. The total FY 13 investment, a combination of General Fund and HHSVS internal Funding, totals \$1,093,975.

In order to promote effective investment and programming, HHSVS would recommend that prior year County investments identified the department be prioritized to receive funding in FY 14 in order to continue programming that is already in progress. The department also notes that eleven of the organizations and programs already receiving funds from the County in FY 13 have asked for increased funding in FY 14. HHSVS staff does not support the increased funding in all cases. PBO recommends that the department continue to work with external agencies, Commissioners Court, and support departments to prepare for a modified procurement process for these requests.

The department lists below seven organizations that have requested more funds than were allocated in FY 13:

- Boys and Girls Club – received \$150,000 in FY13, requesting \$300,000 for FY14
- Meals on Wheels/Congregate – received \$61,078 in FY13, requesting \$68,975 for FY14
- Capital IDEA – received \$75,000 in FY13, requesting \$175,000 for FY14
- Capital Area Food Ban/ Mobile Food Pantry - received \$19,312 in FY13, requesting \$24,127 for FY14
- ARC of the Capital Area/ Guardianship Case Management – received \$15,000 in FY13, requesting \$38,244 for FY14
- The Overton Group – received \$25,000 in FY13, requesting \$114,000 for FY14
- BiGAUSTIN – received \$25,000 in FY13 (from internal HHSVS resources), requesting \$50,000 for FY14

For these and additional agencies awarded with one time funding, HHSVS anticipates that funds will be awarded on a nine-month contract cycle, in order to keep new contracts in keeping them in sequence with on-going investments and annual reporting outcomes in the department's Community Investment Report.

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	Child and Youth – Early Childhood Services and School Readiness	#1
Name of Program Area: (From applicable PB-3 Form)	Child and Youth Development	
Funds Center:	158054 (social service contracts)	
Total Amount of Request:	Additional \$1.5 million	
Collaborating Departments/Agencies:	The School Readiness Action Plan Leadership Team, City of Austin Early Childhood Council, United Way Success By Six, Workforce Solutions	
Contact Information (Name/Phone):	Brook Son, 854-4272	

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

Expand targeted investments in early childhood services that align with the 2012-2015 Travis County School Readiness Action Plan (SRAP) and support healthy outcomes for families with children under six years old. Procure services that promote the achievement of locally-developed goals identified in the SRAP.

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

The Commissioners Court is asked to allocate an additional \$1.5 million for the department to procure expanded services that promote school-readiness and support low-income families with young children.

Currently Travis County invests just over \$1.6 million in social service contracts and direct services that address the needs of low-income families with young children. The Department-run Healthy Families Program comprises about \$740,000 of that figure, and investments in contracted services total around \$860,000.

The County's current investment comprises a small percentage of the overall community investment represented in the SRAP. A collaborative group of Early Childhood advocates representing the shared SRAP recently met with member of the Commissioners Court. The advocates described the current community context:

Currently, combined community resources available to vulnerable families with young children serve less than one quarter of those eligible. The County, along with other funding partners, is asked to double its current investment in this issue area.

The Department recommends a competitive procurement process that will include both current and new County investments. The Department also recommends offering special consideration for existing Travis County contractors – i.e. offering technical assistance and/or allowing partners to resubmit outstanding requests in response to a County RFP.

1) Increase the number of high-quality child care slots for working, low-income families in Travis County

- Invest additional dollars in child care subsidies
- Maintain or increase investment in expanding the availability of quality early education

2) Increase the supports provided to vulnerable families with young children:

- Increase investment in home visiting and other family support services that begin prenatally and extend through the first few years of life
- Increase investment in Head Start and Early Head Start family support programming
- Increase investment in high-quality dual-generation programming that offers improved outcomes for both adult- and child-development

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

Department will target a 1-1-14 start date for this set of investments to remain consistent with existing social service contract timelines. The strategies outlined here align with the Travis County School Readiness Action Plan, which specifies metric achievement by 2015 across all strategies.

4. 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 Department will implement an Internal Process Review to evaluate the successes and vulnerabilities of the RFP upon completions. This RFP can serve as a pilot for and inform subsequent issue area-focused bid processes.

The basic metrics for the strategies outlined here include increased availability of high-quality child care to low-income children, increased access to support services for vulnerable families with young children, and an increase in school-readiness for children in Travis County. All of these strategies support healthy child-development and school readiness for Travis County children in low-income families. While the ultimate output targets will depend upon the eventual allocation across service areas, the general outcomes and targets are as follows:

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding
Overall number of families receiving Travis County-funded support services	N/a	400	400	800
Percent of children receiving support service who show improved developmental outcomes	N/a	90%	90%	90%
Percent of parents who show improvement in parenting skills	N/a	90%	90%	90%

Overall number of low-income children receiving Travis County-funded high quality early childhood education services	N/a	100	100	200
Estimate of low-income Travis County children who enter school kindergarten ready ¹	N/a	25%	25%	25%

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

New investments would be reflected as increases to annual Department targets for existing measures in this issue area.

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.

Alternative to request:

1. No increase to investments in the area of Early Education and Care, leaving identified gaps and collaborative community appeal to Commissioners Court unaddressed;
2. Continue following the past (2012, 2013) process in which unstructured requests from outside agency are received, reviewed, presented to the Court, and approved or not for funding with neither formal consideration of how each addresses County needs nor an opportunity to carefully assess other alternative approaches.

7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.

Current local investments: The Austin/Travis County Community currently leverages maximum investments from state and federal public agencies such as Texas Work Force Commission and Head Start, yet the majority of local need in this issue area remains unmet. Critical criteria in selecting providers will include ability to leverage other public or private resources to expand scope of service beyond the County's investment.

The joint planning effort of the SRAP asks all community funding partners – the City, the County, United Way, private investors, and others – to increase investments and align efforts in order to make substantive system-changes that will improve short-term outcomes for vulnerable families with young children, and broadly impact future outcomes for the Travis County community.

¹ Currently in Travis County services for families with young children reach less than 25% of eligible families. This measure is an overall goal for the SRAP. The plan calls on all EEC community partners to substantially increase investment. Depending on the amount of overall increase in investment and service levels we stand to see this measure change after 2015. This measure is captured by the E3 Alliance of Central Texas using the Central Texas Guide for School Readiness.

8.	Additional Revenue: Does this proposal generate additional revenue? Y/N		N
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>		N/a
9.	If requesting a new position(s), is office space currently available? Y/N		N/a
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:		
	Building Location#	Floor #	
	Suite/Office #	Workstation #	
10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).			
N/a			
10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?			
No			

**FY 2014 BUDGET SUBMISSION
BUDGET REQUEST PROPOSAL**

Name of Budget Request & Priority # of Request:	RFS process for Expanded Social Service Investments	#2
Name of Program Area: (From applicable PB-3 Form)	Social Service Agencies	
Funds Center:	158054-0001	
Total Amount of Request:	\$4,000,000	
Collaborating Departments/Agencies:	Travis County HHS&VS	
Contact Information (Name/Phone):	Sherri Fleming, 854-4101	

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

Increase investment in social services to be allocated through formal procurement process(es).

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

The FY14 budget process is the third in which budget guidelines direct outside agencies to submit requests for new/expanded funding through County departments for consideration. The number of requests received has increased from 9 in 2012 and 18 in 2013 to 33 in 2014 (totaling just over \$4 million). The number and size of requests received makes it increasingly difficult to make an informed judgment on the relative merit of each request. In addition, the process as it stands now does not support effective prioritization of issues and needs.

Rather than following the process as it has for the past two budget cycles, the department proposes that the Court work with the department to identify key issues and challenges that are of highest priority to the County and allocate new resources so that HHS&VS and the County Purchasing office can conduct one or more formal RFS processes to solicit proposals that will best meet our needs.

3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 14.

There are a number of steps that are required before new services will be in place:

1. Department staff works with Commissioners Court to identify County priorities for increased investments in social services;
2. Department translates these priorities into a proposed scope of work (or scopes of work) for Court review, comment, and approval;
3. Once scope(s) of work are approved by the court, HHS will work with the Purchasing Office to develop and implement one or more RFS for new/expanded social services;
4. From the time an RFS is released, a 2-3 month window will be required for applicant response, review and scoring of proposals, and compilation of recommendations to the Court;
5. Upon final approval of recommendations by the Court, staff will negotiate and execute contracts for the selected services.

4. 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.

Specific measures cannot be identified at this time since the specific issues and services that ultimately result cannot be predicted. However, whatever services are ultimately purchased will be incorporated into our social service reporting system:

- All contracts will have a set of output and outcome measures;
- These measures will, as much as possible, be consistent with other services in the same issue area;
- All contracts report performance on a quarterly basis;
- Annual performance is incorporated into the annual Community Impact Report that covers all of our purchased services (report on the 2012 contract year includes all but the Public Health Interlocal with the City of Austin; it is planned that this investment will be included for the report on the 2013 contract year);
- Where appropriate, new investments will be included in independent evaluation (department has long standing model in place to evaluate the impact of workforce development investments and is starting work to evaluate some of our basic needs services).

In addition, the department will also subject these investments to the standard processes for administrative and fiscal compliance, including:

- Completion of the Administrative and Fiscal Review prior to final execution of any contract for social services;
- Annual, on site monitoring visits;
- Periodic review of invoices and backup.

5a. 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 12 Measure	Revised FY 13 Measure	Projected FY 14 Measure at Target Level	Projected FY 14 Measure with Added Funding

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

Current social service contract performance is reported under fund center 158-054-000-1. Any new investments will be reflected as increases to the annual targets for appropriate issue areas.

6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 14 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.

Alternatives to this request are:

1. No increase to investments in purchased social services, leaving identified gaps unaddressed;
2. Continue following the past (2012, 2013) process in which unstructured requests from outside agencies are received, reviewed, presented to the Court, and approved or not for funding with neither formal consideration of how each addresses County needs nor an opportunity to carefully assess other alternative approaches.

7. Leveraged Resources and Collaboration: If the proposal leverages other resources such as grant funding or non-County external agency resources, list and describe impact. Describe any collaboration efforts with other departments/agencies that provide similar or supporting services, and provide contact information. Describe ways that these departments/agencies can collaborate to ensure success of the proposal.

TCHHS&VS has a long history of investing in community-based social service programs. The intent in these investments remains to align with and supplement our direct services to meet the critical needs of local residents. These organizations are frequently geographically and culturally embedded in the communities they serve and are often best positioned to provide needed services. In effect, our investments represent collaboration to meet community needs across all aspects of social services.

When TCHHS&VS invests in social service programs, the ability of agencies to leverage other funding is always a positive consideration.

8.	Additional Revenue: Does this proposal generate additional revenue? Y/N	N
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>	

9.	If requesting a new position(s), is office space currently available? Y/N	
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. If yes, identify proposed position location below:	
	Building Location#	Floor #
	Suite/Office #	Workstation #

10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).

10b. Does the requested item meet the definition of an improvement? If so, how (e.g., higher quality material, increase in efficiency and/or capacity)?

This request will represent an improvement to the County and department in several ways:

1. It will allow us to better meet identified needs in our community and better serve residents in need;
2. It will provide an open, structured process for the County to solicit proposals to address specified needs;
3. It will allow the department and purchasing office to develop tools and practices appropriate to social services that could be applied to re-visit the full range of our community investments.