

**Back Up for Budget Hearings  
August 12, 2013**

**District Attorney – 1:30 pm to 2:00 pm**

**Tax Office – 2:00 pm to 3:00 pm**

**Probate Court – 3:00 pm to 3:30 pm**

**Medical Examiner, Emergency Services,  
Emergency Medical Services 3:30 pm to 4:30 pm**

**District Attorney**

**Budget Hearing Back-Up**

**August 12, 2013**

# **ITEMS TO BE DISCUSSED BY DISTRICT ATTORNEY**

- **County Funding for Public Integrity Unit**

**FY 2014 PRELIMINARY BUDGET  
District Attorney (123) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	17,180,880	343,703	17,524,583		17,524,583	171.125		2
<i>FY 14 Target Programmatic Adjustments</i>								
Removal of one-time costs for new BA	-	(600)	(600)	-	(600)	-	One-time operating expense	3
FVPT interlocal grant match	-	126,523	126,523	-	126,523	1.00	FVPT CoA grant match	3
<b>Subtotal- Target Programmatic Adjustments</b>	-	125,923	125,923	-	125,923	1.00		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target PBO and Other Changes</i>								
Open Enrollment Adjustment	33,556	-	33,556		33,556		Reversal of one-time open enrollment adjustment	3
Removal of DAA interlocal	-	(20,000)	(20,000)		(20,000)		Removal of one-time rev until later estimate	3
Removal of Workers' Comp interlocal	-	(404,950)	(404,950)		(404,950)		Removal of one-time rev until later estimate	3
Removal of Family Protection Fund supplement	-	(44,676)	(44,676)		(44,676)		One-time operating expense	3
<b>Subtotal- Target PBO and Other Changes</b>	<b>33,556</b>	<b>(469,626)</b>	<b>(436,070)</b>	-	<b>(436,070)</b>	-		
<b>FY 14 Target Budget</b>	<b>17,214,436</b>	-	<b>17,214,436</b>	-	<b>17,214,436</b>	<b>172.125</b>		
<b>FY 14 Budget Submission</b>								
	<b>17,214,436</b>	-	<b>17,214,436</b>	-	<b>17,214,436</b>	<b>172.125</b>		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
None	-	-	-	-	-	-	Dept rescinded requests.	7
<b>Subtotal- Prelim Programmatic Recommendations</b>	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Employee Medical Benefits	91,243	-	91,243		91,243	-		4
Retirement Contributions	68,792	-	68,792		68,792	-		4
<b>Subtotal- Prelim Compensation and Benefits Recommendations</b>	<b>160,035</b>	-	<b>160,035</b>	-	<b>160,035</b>	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Salary Savings Adjustment	(88,832)	-	(88,832)		(88,832)	-	Based on 3-yr avg, increase to (404,983).	4
Hospitalization Savings	(114,745)	-	(114,745)		(114,745)	-	Estab. hospitalization svgs. w/in dept.	4
Long Distance Budget to ITS	(9,925)	-	(9,925)		(9,925)	-	Long distance handled by ITS.	4
Supplement for CCP in addition to fund 0130	-	9,971	9,971		9,971	-	For Family Protection Fund CCP contract.	4; 20
<b>Subtotal- Prelim PBO and Other Changes</b>	<b>(213,502)</b>	<b>9,971</b>	<b>(203,531)</b>	-	<b>(203,531)</b>	-		
<b>FY 14 Preliminary Budget</b>	<b>17,160,969</b>	<b>9,971</b>	<b>17,170,940</b>	-	<b>17,170,940</b>	<b>172.125</b>		
<i>Total Changes</i>								
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	(19,911)	(333,732)	(353,643)	-	(353,643)	1.00		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	(53,467)	9,971	(43,496)	-	(43,496)	-		

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

	Ongoing Total	One-Time Total	Personnel/ Operating Total	Capital	Total Requested	FTE	PBO Comments	Page #
<i>Budget Requests</i>								
County Funding for PIU NEW	\$ 3,206,965	\$ -	\$ 3,206,965	\$ 5,398	\$ 3,212,363	30.50	Pending action by Comm. Ct.	7
Sr. Financial Analyst (SAP)	\$ 69,458	\$ 1,400	\$ 70,858	\$ 5,398	\$ 76,256	1.00	Dept rescinded all requests.	10
TechShare Business Analyst III	\$ 100,363	\$ -	\$ 100,363	\$ 15,398	\$ 115,761	1.00	Dept rescinded all requests.	12
White Collar Crime Unit Attorney	\$ 119,792	\$ 2,335	\$ 122,127	\$ 5,398	\$ 127,525	1.00	Dept rescinded all requests.	14
Sr. Victim Witness Counselor	\$ 57,493	\$ -	\$ 57,493	\$ -	\$ 57,493	1.00	Dept rescinded all requests.	16
Environmental Attorney & Office Specialist	\$ 146,631	\$ 3,285	\$ 149,916	\$ 10,881	\$ 160,797	1.50	Dept rescinded all requests.	18
Vehicle Replacement	\$ -	\$ -	\$ -	\$ 28,000	\$ 28,000	0.00	Dept rescinded all requests.	19
<b>Total Unfunded Budget Requests</b>	<b>\$ 3,700,702</b>	<b>\$ 7,020</b>	<b>\$ 3,707,722</b>	<b>\$ 70,473</b>	<b>\$ 3,778,195</b>	<b>36.00</b>		

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**FY 2014 PRELIMINARY BUDGET  
District Attorney (123) - Family Protection Fund (0130)**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	-	55,324	55,324		55,324	-		
<i>FY 14 Target Programmatic Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Programmatic Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target PBO and Other Changes</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target PBO and Other Changes</b>	-	-	-	-	-	-		
<b>FY 14 Target Budget</b>	-	55,324	55,324	-	55,324	-		
<b>FY 14 Budget Submission</b>	-	55,324	55,324	-	55,324	-		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Prelim Programmatic Recommendations</b>	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Prelim Compensation and Benefits Recommendations</b>	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Additional funding toward CCP contract	-	34,283	34,283	-	34,283	-	Based on Auditor's 3rd revenue estimate	20
<b>Subtotal- Prelim PBO and Other Changes</b>	-	34,283	34,283	-	34,283	-		
<b>FY 14 Preliminary Budget</b>	-	89,607	89,607	-	89,607	-		
<i>Total Changes</i>								
<b>Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget</b>	-	34,283	34,283	-	34,283	-		
<b>Difference - FY 14 Prelim Budget Less FY 14 Target Budget</b>	-	34,283	34,283	-	34,283	-		



# Travis County District Attorney Budget Request

FY14 funding for the Public Integrity Unit



# What is the Public Integrity Unit?

- Division of the District Attorney's Office with 3 sections:
  - General State,
  - Insurance Fraud and
  - Motor Fuels Tax Fraud
- Existed as a county-funded unit of TCDA before State started funding in 1982.
- Employees are county employees, but State has reimbursed cost.





# Cases handled by the PIU

- General State handles crimes related to state government committed in Travis County – primarily fraud and other financial crimes but also some public corruption cases. Has statewide venue for tax fraud.
- Insurance Fraud handles fraud committed in Travis County and has statewide venue if Defendant commits crime while engaged in the business of insurance.
- Motor Fuels Tax Fraud - statewide venue for offenses under Tax Code.

# Current Caseload (late June data)

	Indicted	Unindicted	Total
General State	153	120	273
Insurance Fraud	39	43	82
Motor Fuels Tax Fraud	28	42	70
Total	220	205	425



## Venue – Travis County cases

- Venue for prosecution of a criminal offense lies in the county where some element of the offense takes place.
- It is the duty of the local prosecutor in that county to handle those cases.

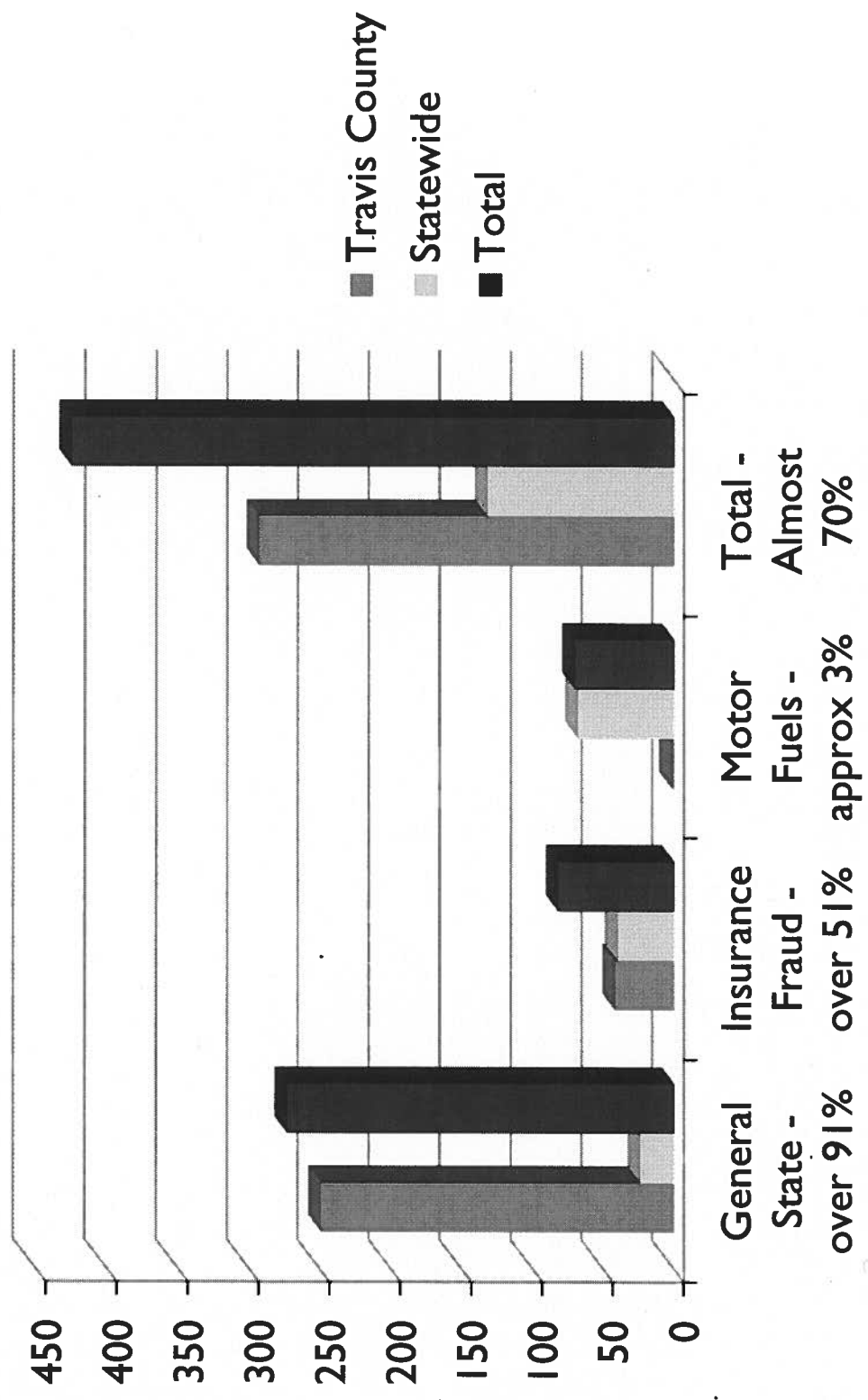


## Venue – Statewide Authority

- Venue statutes in the Insurance and Tax Codes place venue for certain insurance and tax fraud cases in the county where the offense occurs **OR** in Travis County.
- The TCDA has the authority to handle these cases by statute. If we decline to do so, the local prosecutor in the county where the offense occurs will be responsible for prosecution of the case.



# Almost 70% of the cases handled by the PIU are Travis County cases



# Actual Case Numbers - Travis Co. vs Statewide

	Travis County	Statewide	Total
General State	249	24	273
Insurance Fraud	42	40	82
Motor Fuel Tax Fraud	2	68	70
<b>Total</b>	<b>293</b>	<b>132</b>	<b>425</b>

# Cases that could be sent for prosecution elsewhere

Section	Cases That Could Be Sent Away
General State	10
Insurance Fraud	10-12
MFT	32
Total	52-54

Remaining Caseload:

	Travis	State	Total
G St	249	14	263
Ins	42	28	70
MFT	2	36	38
Total	293	78	371



## Request for sufficient funding to retain 23.5 current employees

- The Texas Legislature approved \$3,742,829 for FY14 to support 35.5 FTEs.
- PIU now has only 27.5 FTEs due to attrition since learning of the veto.
- Now requesting **\$1,762,646 from G/F**
- **FPA fund would contribute \$734,422.**
- This amount would allow PIU to retain the remaining 23.5 FTEs.
- The TCDA will not fill currently vacant slots and will reduce operating expenses which lowered the request by \$1,980,183.



## **REQUEST FOR FUNDING THE PUBLIC INTEGRITY UNIT FOR FY 2014**

### **Request**

- We are asking the Commissioners Court for assistance in funding a portion of the Public Integrity Unit.
- The portion we are seeking to preserve is necessary for the effective prosecution of felony cases that have Travis County venue due to the offense being committed here.
- This requires retention of the General State section and part of Insurance Fraud section.

### **Caseload analysis**

The PIU caseload breakdown to justify this request is as follows:

- A. PIU has **425 cases pending - 220 indicted and 205 awaiting indictment.**
- B. Almost **70%** of those cases involve offenses that occurred in Travis County that must be prosecuted in Travis County.
- C. Travis County cases make up approximately **92%** of the General State section's caseload
- D. Travis County cases and **52%** of the Insurance Fraud section's caseload are Travis County cases.
- E. The Motor Fuels Tax Fraud section cases are almost all from other parts of the state.

### **PIU cases from outside Travis County**

- The Public Integrity Unit has historically handled certain insurance fraud cases and state tax fraud cases from other parts of the State under specific venue statutes found in the Insurance Code and the Tax Code.
- There were many benefits to having the cases handled in Travis County and that is a large part of why the State has provided funding to the PIU over the years.
- These are the only "statewide" cases handled by the PIU. All other offenses prosecuted by the PIU are prosecuted in Travis County because the offense happened in Travis County.
- If we decline to prosecute a case brought to us under a statewide venue statute, the local prosecutor in the county where the offense occurred can still take the case.

### **Attempts to obtain assistance from the agencies that send the cases to PIU**

- All of PIU's statewide venue cases are Tax or Insurance Fraud cases, and almost all of them were investigated and referred to us by the State Comptroller or the Texas Department of Insurance.
- We have reached out to both of those agencies to see if they would be able to provide any sort of support to allow the continued handling of those cases in Travis County.
- Both of the agencies indicated that they would not be able to provide any assistance at this time.
- We will be notifying TDI and the Comptroller that we are no longer accepting statewide cases.
- Those cases will have to be taken to the counties where the offense occurred.

### **How we intend to handle the statewide cases currently pending**

- A. 132 of PIU's 425 pending cases involve an offense that occurred in some other part of the State that we are handling under the statewide venue provisions from the Tax Code or the Insurance Code.
- B. Of those 132 cases, at least 54 of the unindicted cases can be returned to the State Comptroller or the Texas Department of Insurance for prosecution in some other county.
- C. Some of those 54 are significant cases with large volumes of documentary evidence.
- D. We will continue to look for others that could also be sent back.
- E. Of the remaining 78 statewide cases, the majority are already indicted and are actively being litigated. We need to finish those cases here.
- F. Because we will decline any new statewide cases those agencies attempt to bring here, the number will not increase.

### **Steps already taken to decrease funding needs**

- The Legislature had approved \$3,742,829 for FY2014 to support 35.5 FTEs. This represented an increase from our current 35.0 FTEs by the addition of one half-time ADA.
- We had a vacant investigator position that we were working to fill, and we had half of a secretary position we were not using when the veto occurred, so we were at 33.5 FTEs.
- As soon as we learned of the veto threat, we stopped working to fill the investigator vacancy.
- Since the veto occurred, we have lost another 3 FTEs through attrition. The PIU currently has 30.5 FTEs.

- We have also scrubbed our budget and identified operating expenses that could be reduced for now.

### **Details of our needs moving forward**

- To allow us to continue to effectively handle the Travis County cases we are responsible for, we need to retain the **23.5 FTEs** that make up the General State section and a portion of the Insurance section.
- To get to that number, we will have to give up **12 slots**.
- **7** of those slots are currently occupied.

### **Our proposal for how to accomplish this**

#### **1. Transfers within the office**

Our first step is to reduce the number of employees in the PIU by transferring certain employees to general fund vacancies within the District Attorney's Office

- a. We have identified **3** employees that can be transferred to the general fund on September 1. (There is a possibility one additional employee could be moved if Commissioner's approved this transfer see item 1.b. below).
- b. We are requesting permission to move the employee currently occupying position #30001458 to position #30001425 and retain their current salary, which is beyond the maximum of this pay range.
- c. These moves will also reduce the number of occupied slots lost from 7 to 4, or maybe even 3 if the additional employee described above can be moved.

#### **2. Using Forfeited Property funds to pay for some employees**

The second step is for us to use the DA's Forfeited Property Account to fund certain positions for FY2014

- a. We believe that we can cover **8.5 FTEs** with a total personnel cost of **\$734,422** for the year.
- b. **7.5** of these FTEs will be part of the Public Integrity Unit. One additional employee is described in the next point.
- c. One of the positions we are proposing to fund with FPA funds is an ADA that is currently assigned to PIU. This ADA has a particular skill set related to appeals that we would like to utilize in the meantime to help start a "conviction integrity" unit within our office to review cases for possible exonerations. We want to use FPA funds to retain that employee until she can be absorbed, and her slot would be given up once she is absorbed into the main office.

- d. Even though we are funding 8.5 FTEs with FPA funds, only 7.5 of those make up part of the 22.5 that we are seeking to preserve long-term.

### 3. What we need from the County

After taking these steps to reduce the funding that would be needed, we are asking that Commissioner's Court provide funding for the remaining **15 FTEs** plus the necessary operating expenses.

- a. We believe the operating expenses necessary to support the continued operation of the PIU will be approximately **\$76,504**.
- b. The anticipated personnel costs associated with the **15 FTEs** totals **\$1,686,142**.
- c. Our total request of Travis County for continued funding of the Public Integrity Unit is **\$1,762,646**.

### Employees that cannot be retained

- After taking the steps outlined above, we will still be left with **4** employees that will have to be let go due to the reductions in funding (3 if we find a way to transfer the one person).
- Even though those employees received RIF notices in July, the delay in reaching a decision about which employees would be funded and which would not has led to indecision and a delay in the start of their job searches.
- We would like to be able to extend them for an additional period of time to allow them to conduct a more thorough job search.
- We believe that the amounts needed to allow them an additional **90 days**, as well as to cover the "terminal pay" associated with their separation are:
  - a. Approximately **\$86,253** for the additional time, and
  - b. Approximately **\$26,256** to cover the terminal pay for these **4** employees.
- We hope to be able to use unexpended balances from our budget in the current fiscal year to cover these expenses.

**FY 2014 BUDGET REQUEST ANALYSIS**

**Req #1: County Funding for Public Integrity Unit  
Fund: General Fund**

	<b>FY 14 Request</b>	<b>PBO Recommendation</b>	<b>FY 15 Cost</b>
<b>FTEs</b>	<b>30.50</b>		
<b>Personnel</b>	<b>\$3,060,557</b>		
<b>Operating</b>	<b>\$146,408</b>		
<b>Subtotal</b>	<b>\$3,206,965</b>		
<b>Capital</b>	<b>\$0</b>		
<b>Total Request</b>	<b>\$3,206,965</b>	<b>PENDING</b>	

***Dept. Summary of Request:***

The Public Integrity Unit (PIU) within the District Attorney’s Office has been responsible for the prosecution of public corruption cases taking place in Travis County since its inception in 1982. Since that time, the PIU has gained responsibilities in other areas, including state property theft, motor fuel tax fraud, insurance fraud, and alcohol sales tax fraud. Most of the crimes the PIU prosecutes take place in Travis County, due in part to the large proportion of state government crimes that occur in the state capital. However, the PIU has statewide venue and jurisdiction for many tax and insurance fraud-related cases occurring outside of Travis County.

The District Attorney’s Office states that it was awarded the initial grant to establish the PIU in 1982 because Travis County has an extra responsibility to prosecute state crimes occurring within the County due to Austin’s role as the seat of state government. The PIU has been entirely state-funded for the duration of its 31-year history. However, the District Attorney has told the Commissioners Court that even if state funding were not in place, the County would still have the obligation to prosecute state-related crimes taking place within the County – crimes which accounted for more than two-thirds of the PIU’s active caseload as of June 2013. The District Attorney states that this responsibility is defined in the Texas Constitution and remains the County’s duty irrespective of funding.

Governor Rick Perry line-item vetoed state funding for the PIU in June 2013. Several state legislators have expressed their commitment to try to restore state funding for this office, but at this time, funding is not secure for the PIU beyond August 31, 2013. County personnel policies provide for a 90-day notice to affected employees if a reduction in force is expected; Commissioners Court voted to issue these notices in early July 2013.

***PBO Recommendation:***

The employees of the Public Integrity Unit within the District Attorney’s Office are considered County employees and receive County benefits, but their salaries and benefits have historically been paid with state funds. The PIU presently consists of 34.5 FTEs and its most recent budget was \$7.5 million per biennium. After the funding veto, the PIU recommended the elimination of its two vacant positions, and two employees opted to separate from employment with the PIU.

The District Attorney's Office now requests County resources to fund the unit's remaining 30.5 FTEs beginning in FY 14 to keep the PIU operational.

At this time, the PIU consists of three divisions: General State, which includes cases related to public corruption and state property theft, Insurance Fraud, and Motor Fuel Tax Fraud. The General State division has the highest caseload and almost all cases are Travis County-based. The PIU has greater statewide venue in the Insurance Fraud and Motor Fuel Tax Fraud divisions, and their caseloads include a greater number of extra-county cases. Below is a breakdown of active PIU cases by division based on estimates from the District Attorney's Office.

Active Cases in the Public Integrity Unit, June 2013								
	General State		Insurance Fraud		Motor Fuel Tax Fraud		PIU Total	
<b>Travis County</b>	249	91%	42	51%	2	3%	293	69%
<b>External County</b>	24	9%	40	49%	68	97%	132	31%
<b>Total</b>	273	100%	82	100%	70	100%	425	100%

69% of all active PIU cases originated in Travis County and can only be prosecuted locally. Austin's status as the state capital explains some of this, because many public corruption cases deal with crimes that occurred in Travis County. The separate, County-funded Local White Collar Crime Unit (WCCU) prosecutes complex fraud, theft, and embezzlement cases, as well as public integrity investigations involving city and county funds, elected officials, and employees, while the PIU takes on those involving state funds, elected officials, and employees.

The PIU taken on many cases that would likely be prosecuted by the WCCU in many urban counties, but that Travis County's WCCU has been unable to prosecute due to limited resources. Travis County's WCCU has been understaffed compared to similar Texas counties, as shown by the below information verified by PBO.

Comparison of Local White Collar Crime Unit Resources in Urban Texas Counties					
	Travis	Bexar	Dallas	El Paso	Tarrant
# of Attorneys	2	10	11	5	4
# of Investigators/Other	3	7	5	3	5
<b>Total FTE</b>	<b>5</b>	<b>17</b>	<b>16</b>	<b>8</b>	<b>9</b>

The lack of sufficient WCCU resources is of concern for the District Attorney's Office. Without the ability to rely on the General State division for support on some local cases, the District Attorney's Office states that the WCCU may have to raise the minimum financial threshold to take a case. An already-strapped WCCU would not likely be able to absorb much of the PIU's local caseload.

The District Attorney's Office states that of the PIU's 425 active cases, 220 have already been indicted, and will have to be prosecuted. PBO believes that at least some of these 220 indicted

cases are extra-county cases that would have to continue in FY 14 even without state funding. Therefore, the Travis County impact of the loss of state funding for the PIU includes the 69% of active cases that are Travis County-based, as well as at least some portion of indicted extra-county cases.

The Intergovernmental Relations Office is concerned that attempts by the County's legislative allies to restore state funding will be unsuccessful. The District Attorney's Office is exploring alternate means of securing state funding, including working with the Texas Comptroller and the Texas Department of Insurance to determine if partnerships might be possible. Both agencies have relationships with Dallas and Harris Counties whereby the District Attorneys prosecute local cases of insurance fraud on behalf of the state.

The Commissioners Court plans to discuss the potential of exploring alternate sources of funding during the budget development process. In preparation for this discussion, the District Attorney's Office has prepared a cost estimate for funding the entire PIU with County funds starting in FY 14. After having eliminated 4.0 FTEs, as explained on page 7, the office requests \$3,206,965 in ongoing County resources in support of the remaining 30.5 FTEs. PBO has prepared alternate cost scenarios that the Court may choose to consider in its deliberations.

<b>FY 14 County Cost Estimates for the Public Integrity Unit Based on June 2013 Caseload</b>					
	<b>General State</b>	<b>Insurance Fraud</b>	<b>Motor Fuel Tax Fraud</b>	<b>PIU Total</b>	
<b>PIU Request Fully Funded</b>	\$1,725,960	\$948,132	\$532,873	<b>\$3,206,965</b>	<b>30.5 FTEs</b>
<b>Travis County Cases Only</b>	\$1,567,992	\$483,402	\$15,986	<b>\$2,067,380</b>	<b>20 FTEs</b>
<b>No County Funds</b>	\$0	\$0	\$0	<b>\$0</b>	<b>0 FTEs</b>

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**Tax Office**

**Budget Hearing Back-Up**

**August 12, 2013**



# **ITEMS TO BE DISCUSSED BY TAX ASSESSOR-COLLECTOR**

- Tax Office Reorganization
- Mileage Fund Increase

**FY 2014 PRELIMINARY BUDGET  
Tax Assessor Collector (108) - General Fund (0001)**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	8,367,827	-	8,367,827	6,000	8,373,827	134.00		2
<i>FY 14 Target Programmatic Adjustments</i>								
Transfer from Operating to OT	-	-	-	-	-			3
Reversal of 1x full funding of FTE	-	(14,073)	(14,073)		(14,073)			3
Reversal of 1x IVR Device	-	(10,000)	(10,000)		(10,000)			3
Mid-Year MSS and Reclass	17,641	-	17,641		17,641			3
Removal of Capital	-	-	-	(6,000)	(6,000)			3
<b>Subtotal- Target Adjustments</b>	17,641	(24,073)	(6,432)	(6,000)	(12,432)	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Medical Insurance Reversal	110,502	-	110,502		110,502			3
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	110,502	-	110,502	-	110,502	-		
<i>FY 14 Target PBO and Other Changes</i>								
<b>Subtotal- Target PBO and Other Changes</b>	-	-	-	-	-	-		
<b>FY 14 Target Budget</b>	8,495,970	(24,073)	8,471,897	-	8,471,897	134.00		
<b>FY 14 Budget Submission</b>	8,471,897	-	8,471,897	-	8,471,897	134.00		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
Tax Specialists (Mandate-Related)	105,774	-	105,774	9,957	115,731	2.00	PBO recommends funding two positions in the Motor Vehicle Division to help manage state mandates for inventory control.	8
RT Lawrence Software	4,613	30,000	34,613	-	34,613	-	PBO recommends this software system to help avoid delays and allow the department to automate an important operation in the office.	17
Processing Tax Notices/Receipts	5,000	-	5,000	-	5,000	-	PBO recommends increasing the funding for Postal Services to support this Maintenance of Current Effort request.	20
Software Maintenance/Support	3,500	-	3,500	-	3,500	-	PBO recommends funding this request for to ensure that the accounting software can be properly used and updated.	23

**FY 2014 PRELIMINARY BUDGET  
Tax Assessor Collector (108) - General Fund (0001)**

Training Funds	1,500	6,155	7,655	7,655	-		PBO recommends increasing the training budget for the Communication and Training Division on an ongoing basis, and for the Information Technology Division on a one-time basis.	29
Copier Lease (In RMCR)	20,335	-	20,335	20,335	-		PBO recommends funding for the copier lease in RMCR, since the Tax Office does not have sufficient internal funds for this need.	31
<b>Subtotal- Prelim Programmatic Recommendations</b>	<b>140,722</b>	<b>36,155</b>	<b>176,877</b>	<b>186,834</b>	<b>9,957</b>	<b>2.00</b>		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
<b>Subtotal- Prelim Compensation and Benefits Recommendations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Health Contra	(91,491)	-	(91,491)	(91,491)	-		This amount is no longer budgeted centrally and will now appear in department budgets.	6
Remove Long Distance	(2,950)	-	(2,950)	(2,950)	-		Departments will no longer be charged for long distance, and accordingly, these budgets in departments are being reallocated centrally to ITS.	6
Health Insurance Increase	72,369	-	72,369	72,369	-		Based on an approximate 6% Increase in the County's health care contributions.	6
Retirement Increase	30,962	-	30,962	30,962	-		Represents a 4.2% increase in the County's retirement contributions.	6
<b>Subtotal- Prelim PBO and Other Changes</b>	<b>8,890</b>	<b>-</b>	<b>8,890</b>	<b>8,890</b>	<b>-</b>	<b>-</b>		
<b>FY 14 Preliminary Budget</b>	<b>8,621,509</b>	<b>36,155</b>	<b>8,657,664</b>	<b>8,667,621</b>	<b>9,957</b>	<b>136.00</b>		
<i>Total Changes</i>								
<b>Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget</b>	<b>253,682</b>	<b>36,155</b>	<b>289,837</b>	<b>293,794</b>	<b>3,957</b>	<b>2.00</b>		
<b>Difference - FY 14 Prelim Budget Less FY 14 Target Budget</b>	<b>125,539</b>	<b>60,228</b>	<b>185,767</b>	<b>195,724</b>	<b>9,957</b>	<b>2.00</b>		

**FY 2014 PRELIMINARY BUDGET  
Tax Assessor Collector (108) - General Fund (0001)**

	Ongoing Total	One-Time Total	Subtotal Operating Budget	Capital	Total Requested	FTE	PBO Comments	Page #
<i>Budget Requests</i>								
*Tax Office Reorganization	\$ 871,003	\$ -	\$ 871,003	\$ 121,539	\$ 992,542	12.00	Two Tax Specialists were funded-- Remainder was not recommended; needs HRMD Review and discussion with Commissioners Court. Full request totals \$2,507,879, excluding Capital.	8
Elections Overtime Pay	\$ 4,000	\$ -	\$ 4,000		\$ 4,000	0.00	PBO does not recommend additional funding at this time; Department should seek to internally fund.	25
*Mileage Fund Increase	\$ 2,100	\$ -	\$ 2,100		\$ 2,100		PBO does not recommend funding at this time; needs further study.	27
<b>Total Unfunded Budget Requests</b>	<b>\$ 877,103</b>	<b>\$ -</b>	<b>\$ 877,103</b>	<b>\$ 121,539</b>	<b>\$ 998,642</b>	<b>12.00</b>		

**FY 2014 PRELIMINARY BUDGET  
Tax Assessor-Collector (108) - Fund 0105, Voter Registration Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	193,209	-	193,209	-	193,209	-		
<i>FY 14 Target Programmatic Adjustments</i>								
Remove Allocated Reserve	(70,387)	-	(70,387)		(70,387)			
<b>Subtotal- Target Adjustments</b>	(70,387)	-	(70,387)	-	(70,387)	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
<i>FY 14 Target PBO and Other Changes</i>								
<b>Subtotal- Target PBO and Other Changes</b>	-	-	-	-	-	-		
<b>FY 14 Target Budget</b>	122,822	-	122,822	-	122,822	-		
<b>FY 14 Budget Submission</b>	122,822	-	122,822	-	122,822	-		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
<b>Subtotal- Prelim Programmatic Recommendations</b>	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
<b>Subtotal- Prelim Compensation and Benefits Recommendations</b>	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Balance to Auditor's 2nd Revenue Estimate	159,595	-			-	-	Special funds must balance to Revenue Estimates.	
Balance to Auditor's 3rd Revenue Estimate	(26,778)	-			-	-	Special funds must balance to Revenue Estimates.	
<b>Subtotal- Prelim PBO and Other Changes</b>	132,817	-	-	-	-	-		
<b>FY 14 Preliminary Budget</b>	255,639	-	122,822	-	122,822	-		
<i>Total Changes</i>								
<b>Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget</b>	62,430	-	(70,387)	-	(70,387)	-		
<b>Difference - FY 14 Prelim Budget Less FY 14 Target Budget</b>	132,817	-	-	-	-	-		

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**Bruce Elfant**  
TAX ASSESSOR-COLLECTOR  
VOTER REGISTRAR



5501 Airport Blvd  
AUSTIN, TX 78751  
(512) 854-9473

## MEMORANDUM

TO: Travis County Judge Sam Biscoe  
Commissioner Ron Davis, Precinct One  
Commissioner Bruce Todd, Precinct Two  
Commissioner Gerald Daugherty, Precinct Three  
Commissioner Margaret Gomez, Precinct Four

FROM: Bruce Elfant, Travis County Tax Assessor-Collector and Voter Registrar

RE: FY 2014 Budget Request

DATE: July 31, 2013

When I took office earlier this year I found the Tax Office staff to be comprised of extremely hard working people who efficiently and accurately provide services while operating within an infrastructure that has not been significantly upgraded in 20 years. During that time, in order to continue providing efficient services for a county whose population has doubled, the Tax Office assumed new responsibilities including state mandates, court collection, additional jurisdictions and operation of 4 satellite offices. This was achieved by absorbing new responsibilities, internally funding most new positions, upgrading technology and extensive cross training of personnel. As a result of new responsibilities and increased workloads, managers, supervisors and staff in every area of this office are currently juggling more responsibility and work than is reasonable. To put it succinctly ***this office is stretched to the point that the potential for significant loss of tax dollars and costly litigation has risen to an unacceptable level.***

## OVERVIEW

This year the Travis County Tax Office will collect and distribute more than 3 Billion for the State of Texas, Travis County and 107 other jurisdictions. The Property Tax division alone will collect and disperse \$2.5 Billion and the Motor Vehicle division will process more than 1,000,000 vehicle registrations and 225,000 title transactions. Last year the Voter Registration division processed a record 200,000 voter registration applications.

Each day Tax office staff assists more than 800 customers at 5501 Airport, 400 customers at satellite offices, and responds to more than 1,200 phone calls and e-mails. As a result of higher volume and more complex calls, more customers wait for longer periods of time, and last year 60,000 customers (25%) gave up before they were assisted. Many lost calls result in incorrect paperwork, payment amounts and missed deadlines.

## **VOTER REGISTRATION**

During the last 10 years, the Voter Registration Division experienced dramatic workload increases including producing and revising precinct and jurisdiction maps, updating GIS boundaries to include annexation ordinances, conducting street and jurisdiction boundary research, completing multiple court ordered redistricting projects, organizing voter registration events and assisting 49 more political jurisdictions than 10 years ago. Additionally in this 10 year period, the federal MOVE (Military Overseas Empowerment) Act requires completion of jurisdiction boundary reviews 60 days prior to an election to ready the mail ballot for our military personnel. While important, it is an unfunded mandate. The division has been the target of potentially expensive litigation, but fortunately the accuracy of their work has so far prevented any potential losses. Last year the Voter Registration Division received and processed a record 200,000 voter registration documents resulting in an increase of 66% new voters than in 2002. Thousands of voter applications required further research because they were incomplete or unreadable. ***This division has not added a manager or supervisor in more than 22 years.***

## **MOTOR VEHICLE REGISTRATION & TITLING**

This year the Motor Vehicle Division will register a record breaking 1 million vehicles and issue 225,000 titles. During the last 10 years overall vehicle registration workload has increased by 67% while the 17% staff increase only covered the impact of new mandates. Since 2002 this division assumed new state mandates regarding special plates, state official plates, mechanic's liens and storage liens. These changes have increased the typical registration transaction from 3-5 minutes to as long as 15-20 minutes. Next year TX-DMV will require that all license plates be placed into an auditable inventory system which will require 2 FTEs. Travis County receives \$1.90 per registration and \$5.00 per title to pay for the cost of administering this program. This collection adds over \$8.1 million to the General Fund each year.

Given the sheer volume of work handled by this division we have good reason to be very concerned about the potential loss of county and state funds due to employee theft and innocent mistakes caused by inadequate supervision and the number of transactions processed. County Road and Bridge fees collected by this division contribute \$11,094,357 to the County's Road and Bridge Fund and \$ 4,319,681 to the General Fund. ***In the last 20 years this division has added 1 supervisor and 0 managers.***

Travis County Judge and Commissioners

July 31, 2013

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### **COLLECTIONS (Property Tax & Court, Fines and Fees)**

Since 2002 Travis County has added 34 jurisdictions to its centralized property tax collection operation which brings the total to 108. During this time the tax levy increased 84% to more than \$2.5 Billion and parcels have increased by more than 90,000. The annual number of

customers served in person increased nearly 4 fold from about 6,900 to more than 25,000. Tax related phone calls have nearly quadrupled.

Taxation has become far more complex as a result of Tax Economic Development Act, Property Redevelopment and Tax Abatement Act, Tax Increment Financing Act and new mandates regarding vehicle dealers (vehicle inventory tax), manufactured home liens, approving transferring of tax liens and the number of requests for tax certificates. In order to keep lines from becoming too long employees are pressured to spend as little time as possible with each customer. Consequently their emphasis has to be on the number of customers served as opposed to focusing on the quality of services performed. Because of overall increased volume, refund checks below \$3,000 can no longer be routinely reviewed by supervisors, and some refunds have been incorrectly distributed (all funds have been recovered).

Ten years ago the Property Tax division assumed responsibility for collecting Travis County court cost, fees and fines. In FY 2003 a pilot program began collecting on County Court at Law probated cases, and in FY 2006 expanded to include JP cases. Since FY 2007 when both programs were fully operating there has been a 23% increase in the number of cases referred and 10% increase in revenue generated. Property Tax contributes over \$500 million in property tax revenue and \$1.5 million in collection fees to the General Fund. Overall the Property Tax division has received 5 positions in the last 10 years, but 2 of the 5 positions were added to accommodate new state mandates. *This division added 1 manager 10 years ago, but has not added a supervisor in more than 20 years.*

### **SUMMARY**

Last year the Tax Office management team recognized the increased risks of inadequate supervision and management and initiated a reorganization proposal to ensure adequate oversight of collecting, processing and disbursing more than \$3 Billion taxpayer dollars each year. Our budget submission has been reviewed by PBO and HR staff and the auditor. They all agree that the financial risks incurred by this office justify adding more oversight in order to minimize losses. This reorganization proposal reflects



Travis County Judge and Commissioners  
July 31, 2013  
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their work and my desire that implementation take place over 3 years in order to minimize the financial impact over any 1 year.

While we fully realize that this request is large, it was initiated by seasoned Tax Office professionals with decades of experience in their respective areas who are increasingly concerned about this office's ability to effectively continue serving a rapidly increasing population and prevent significant losses of public dollars. We look forward to visiting with you during the budget process to further explain our concerns and remedies.

## FY 2014 BUDGET REQUEST ANALYSIS

**Req #1: Tax Office Reorganization**

**Fund: General Fund, 0001**

	FY 14 Request	PBO Recommendation	FY 15 Cost
<b>FTEs</b>	14	2	2
<b>Personnel</b>	\$976,777	\$105,774	\$105,774
<b>Operating</b>	\$0	\$0	\$0
<b>Subtotal</b>	\$976,777	\$105,774	\$105,774
<b>Capital</b>	\$138,944	\$9,957	\$0
<b>Total Request</b>	<b>\$1,115,721</b>	<b>\$115,731</b>	<b>\$105,774</b>

***Dept. Summary of Request:***

The Tax Office is proposing a reorganization of the department, to be phased in over a three-year period. The department's FY 13 Budget Submission contained a preliminary version of this reorganization plan.

The department has provided the following justification and rationale for this budget request.

- Increased liabilities connected to collecting and disbursing \$3.4 billion require redesigning internal controls at all levels;
- Inadequate staffing to meet a burgeoning population increase and to curb loss; and,
- Span of control issues - monitoring employee performance has reached a critical level. The most acute needs are addressed and justified in year 1 of this three-year plan.

The department reports that huge growth in the County and surrounding jurisdictions have impacted and continue to impact the quality of service provided by the various Tax Office divisions. The department lists the following as issues to mitigate or solve with this proposed reorganization:

- Span of control issues – many tax office sections exceed HRMD recommendations
- Internal controls – limit risk systematically and within each program
- Greater accountability – monitoring employee performance has become a critical need
- Inadequate staffing to serve the current population of 1,063,000 citizens
- Growth – predicted at 3.5 – 4% in each of the next 5 years (City of Austin demographer)
- Succession planning – key position identification and establishing leadership office wide
- Citizens demand greater levels of technological advancement
- Innovate – better leverage intellectual assets, explore communities of practice
- Greater transparency, changing public expectations – anticipate more, react less

The FY 14 portion of the request includes 14 new FTE, 14 reclassifications (6 of which are budget-neutral), and one part-time position converted to a full-time position. A summary appears below.

Year 1 Personnel (including benefits)				
Type	From	Title/To	Division	Annual Cost
New		Program Coord, PG 18*	Comm. & Training	\$60,850
New		Program Coord, PG 18*	Comm. & Training	\$60,850
New		Tax Supervisor, PG 20	Prop Tax Collections	\$68,307
New		Tax Supervisor, PG 20	Prop Tax Collections	\$68,307
New		Tax Specialist I, PG 13	Prop Tax Collections	\$46,124
New		Tax Specialist I, PG 13	Prop Tax Collections	\$46,124
New		Business Analyst I, PG 22	IT	\$76,854
New		Tax Supervisor, PG 20	Motor Vehicle	\$68,307
New		Tax Supervisor, PG 20	Motor Vehicle	\$68,307
New		Tax Supervisor, PG 20	Motor Vehicle	\$68,307
New		Tax Specialist III, PG 16*	Motor Vehicle	\$54,351
New		Tax Specialist II, PG 15	Motor Vehicle	\$51,423
New		Business Analyst I, PG 22	Voter Registration	\$76,854
New		Financial Analyst Lead, PG 23*	Accounting	\$81,569
PT - FT		Tax Specialist I, PG 13	Comm. & Training	\$18,336
Reclass	Admin Assistant II, PG 15	Exec. Asst. Elected Official, PG 19	Administration	\$0
Reclass	Admin Assistant II, PG 15	Exec. Asst., PG 17	Administration	\$0
Reclass	Training Education Coord, PG 16	Technical Trainer I, PG 22	IT	\$22,502
Reclass	Tax Specialist III, PG 16	Business Analyst Assoc., PG 19	IT	\$9,795
Reclass	Planner Mgmt Research Spec., PG 17	GIS Analyst, PG 17	Voter Registration	\$0
Reclass	Tax Specialist III, PG 16	Business Analyst Assoc., PG 19	Voter Registration	\$10,094
Reclass	Tax Specialist II, PG 15	Tax Specialist III, PG 17	Voter Registration	\$4,631
Reclass	Tax Specialist I, PG 13	Tax Specialist II, PG 15	Voter Registration	\$3,674
Reclass	Tax Specialist I, PG 13	Tax Specialist II, PG 15	Voter Registration	\$4,185
Reclass	Accounting Clerk, PG 12	Accounting Associate, PG 14	Accounting	\$0
Reclass	Accounting Clerk, PG 12	Accounting Associate, PG 14	Accounting	\$0
Reclass	Accounting Clerk, PG 12	Accounting Associate, PG 14	Accounting	\$0
Reclass	Accounting Clerk, PG 12	Accounting Associate, PG 14	Accounting	\$3,356
Reclass	Tax Specialist I, PG 13	Tax Specialist II, PG 15	Comm. & Training	\$3,674
<b>Total</b>				<b>\$976,777</b>

\*The Tax Office submitted these positions at non-standard pay grades—a Tax Specialist III at PG 17, Financial Analyst Lead at PG 24, and two Program Coordinators at PG 19. For the Preliminary Budget, PBO has presented the cost with salaries annualized and set at the pay grade minimum. The difference between the request as submitted and the approved classifications would total \$15,391.

PBO notes that in an attempt to mitigate the costs of this large plan, the Tax Office submitted the request with a plan for deferring costs over the three year span by hiring new FTEs in the second

and third quarters of the fiscal year with the intent that the impact of the full salary would not be felt in the initial year of implementation. However, it is Commissioners Court policy to fund full year costs (either in the department or through an annualization reserve) to ensure funding is available in the following year.

The Tax Office submitted a request to hire four new positions—a Tax Specialist III, a Financial Analyst Lead, and two Program Coordinators—each with compensation set at the minimum level, one pay grade higher than the one at which the positions are currently classified. PAQs and other justification documents have been submitted as support for HRMD to recommend reclassifying these positions. The verified costs reflected in this document represent the actual classification and associated pay grade currently recommended by the County. The total difference between the departmental submission for these three positions and their current classification is \$15,391

It is the practice of PBO to represent verified cost information for every budget request, therefore PBO has presented the cost with salaries annualized and set at the pay grade minimum. However, for informational purposes, the department's original request at salaries higher than the minimum and at different than approved pay grades is \$982,280.

Two of the requests for new FTE were separately flagged as being mandate-driven. The Tax Office reports that the Texas Department of Motor Vehicles is now requiring all county tax offices to place license plates into accountable inventory. The Tax Office has started to inventory plates accordingly and make plans for how to secure the inventory, in order to comply with this requirement. Currently, plates for Title Services and Auto Dealers are being inventoried. Citing staffing constraints and inadequate storage, the plans are underway to place the plates issued by the tax office locations and grocery stores into the system at the beginning of FY 14. The department is requesting a Tax Specialist II and a Tax Specialist III in the Motor Vehicle division, with the justification that newly mandated controls require more FTE. According to the department,

The Texas Department of Motor Vehicles (TX-DMV) has mandated that more stringent inventory controls be expanded, and that all motor vehicles license plates be placed into inventory. These new mandates are due to problems encountered across the state with stolen license plates being used in drug trafficking and car theft. Due to the volume of plates issued and the various locations plates have to be disbursed in Travis County, this job cannot be performed by one individual. Currently [the Tax Office] only inventories embossed license plates, combination license plates, and as time permits, placards and state equipment. The Tax Office currently receives the highest rating for inventory control by the County Auditor. The [new FTEs] would allow us to continue to receive this rating.

The Key Statistics reported by the department for inclusion in the Adopted Budget reflect some of the growth and workload issues that are part of the reasoning for the requested reorganization.

***PBO Recommendation:***

PBO recommends funding the Tax Specialist II and Tax Specialist III positions in the Motor Vehicle Division to help manage increased state mandated inventory control for license plates. After reviewing and categorizing the various positions requested, PBO prioritized the mandate-driven requests over the other requests for new resources.

The department indicates that due to the volume of plates issued and the various locations plates will be disbursed in Travis County, additional FTE are needed to make sure that the Tax Office continues to receive high ratings for inventory control from the County Auditor and remains in compliance with new state regulations. This will ensure the continued accountability of all current and expanded inventory items issued to the County by TXDMV and reduce the potential of fraudulent activities.

After consultation with HRMD, PBO recommends the following budget-neutral reclassifications, provided that these can be implemented independently of other portions of the request: one Research Specialist to GIS Analyst, three Accounting Clerks to Accounting Associates, and one Administrative Assistant II to Executive Assistant to Elected Official. To keep the administrative staff patterns consistent across the County, HRMD staff recommends that the second Administrative Assistant II position should be reclassified to an Administrative Associate instead of an Executive Assistant.

It is highly unusual for a department to submit a reorganization request of this magnitude. For the remainder of positions requested, PBO recommends that the department establish management's priority within the year one request and discuss its vision for operations at the Tax Office at a departmental budget hearing with Commissioners Court.

A space assessment by PBO Planning Division indicates that the Tax Office does not currently have sufficient space to support additional FTE. In order to alleviate crowding and accommodate any additional staff, reconfiguration and additional space will absolutely be necessary. Based on discussions with the Tax Office, it appears most appropriate to relocate one division to expansion space within the building at 5501 Airport. The Facilities Management Division is working to estimate costs for various scenarios for renovations of the building.

***Budget Request Performance Measures:***

The department submitted performance measures for the two mandated Tax Office Specialists in the Motor Vehicle Division, but did not list any specific performance measures in table format for the remainder of the reorganization request.

<b>Description</b>	<b>Actual FY 12 Measure</b>	<b>Revised FY 13 Projected Measure</b>	<b>Projected FY 14 Measure at Target Budget Level</b>	<b>Revised FY 14 Measure with Additional Resources</b>
Accountable plates	0	8,555	8,812	8,812
Additional mandated plates	0	389,770	401,463	401,463

Performance measures for the remaining FTE requests would assist in determining the impact that a large request such as this one would have on County taxpayers. It might also assist with prioritizing the immediate needs of the department's limited resources and the expressed immense need within the department. PBO recommends that prior to discussing this request with the Commissioners Court at a budget hearing, performance measures that show clear trends over a significant historical period are developed.

**Additional Comments:**

PBO has met with the Tax Office several times during the past nine months to discuss this large and complex request. This department's operations are impressive, given its resources. The Tax Office provides services to a large number of County residents, so as the population grows, so does the workload of the office.

Below is an analysis of Adopted Budget and FTE growth within the department since FY 06.

	Adopted Budget	Difference (Previous FY)	FTE	Internal Ongoing	Mid-Year Ongoing	Funded Budget Requests	
						One Time	Ongoing
FY 05	\$5,557,276		112	2.0 FTE			2.0 FTE
FY 06	\$5,877,249	\$150,272	116		5.0 FTE		
FY 07	\$6,715,744	\$838,495	122	1.0 FTE			
FY 08	\$7,310,340	\$594,596	126.5	4.5 FTE			
	Adopted Budget	Difference (Previous FY)	FTE	Internal Ongoing	Mid-Year Ongoing	Funded Budget Requests	
						One Time	Ongoing
FY 09	\$7,548,792	\$238,452	129	0.5 FTE		2.0 FTE*	
FY 10	\$7,529,035	(\$19,757)	126	1.0 FTE			1.0 FTE
FY 11	\$7,755,998	\$226,963	130	1.0 FTE			
FY 12	\$7,791,062	\$35,064	131	1.0 FTE			
FY 13	\$8,373,827	\$582,765	134				3.0 FTE*
		<b>Total FTE</b>	<b>18</b>	<b>11</b>		<b>2</b>	<b>6</b>

\*One of the FTE funded on a one-time basis in FY 09 was later funded internally on an ongoing basis, which brings the total FTE count to 18, not 19. One of the FTE funded in FY 13 was a temporary position made permanent.

Over a period of 8 years, the department has grown by 18 FTE. The department has historically had the ability to meet workload and growth needs using available internal resources, as eleven of those employees were funded internally using vacancy savings and other budget realignments.

The Tax Office added the Court Fines and Fees collections operations at the behest of the county, and FTEs were added to accommodate this new program within the office. If the increase in funding and staffing of the Collections program were isolated, the increases over this time period for core tax office functions would be 8.5 FTE and a 7.6% increase in FTEs from FY 05 to FY 13.

The department opened and operated four satellite offices without increasing FTEs and instead used realignment and internal funding to absorb the new staffing requirements. The greatest budget and FTE increases were seen in FY 07 and FY 08, when the Collections Divisions were created, and FY 13, when three new FTE were funded in the General Fund. Over time, the flexibility to use permanent salary savings within the department has been exhausted.

The Key Performance Measures below are reported in the Adopted Budget, and indicated workload growth trends in each Tax Office Division.

Measures	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual
<b>Communications &amp; Training:</b>						
Total Taxpayer demand	408,068	413,139	423,441	430,411	470,003	453,434
<b>Property Tax:</b>						
Full Tax Payments posted by Remittance Processing Device	162,451	166,804	167,444	168,960	167,440	195,364
<b>Motor Vehicle Registration:</b>						
# of mail-in registrations	162,982	77,385	120,075	129,502	164,685	126,788
# of in-person registrations	131,079	131,389	197,234	197,234	137,648	144,876
# of internet registrations				65,202	79,066	86,784
Total Registered Voters	586,612	526,000	558,374	536,216	581,908	580,768
<b>Accounting:</b>						
Total collections (all jurisdictions)	\$2.00 billion	\$2.10 billion	\$2.20 billion	\$2.30 billion	\$2.40 billion	\$2.30 billion

Measures	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Projected	FY 14 Projected
<b>Communications &amp; Training:</b>					
Total Taxpayer demand	436,172	418,464	364,291	350,000	350,000
<b>Property Tax:</b>					
Full Tax Payments posted by Remittance Processing Device	198,136	200,328	202,636	206,320	207,530
<b>Motor Vehicle Registration:</b>					
# of mail-in registrations	128,055	130,391	126,271	133,497	137,501
# of in-person registrations	145,000	153,525	141,699	135,063	139,114
# of internet registrations	87,652	97,252	123,979	141,486	145,730

<b>Measures</b>	<b>FY 10 Actual</b>	<b>FY 11 Actual</b>	<b>FY 12 Actual</b>	<b>FY 13 Projected</b>	<b>FY 14 Projected</b>
<b>Voter Registration:</b>					
Total Registered Voters	604,772	567,791	597,438	611,111	629,000
<b>Accounting:</b>					
Total collections (all jurisdictions)	\$2.40 billion	\$2.45 billion	\$2.57 billion	\$2.63 billion	\$2.65 billion

The Communications and Training Division notes that though taxpayer “demand” numbers have seen a downward trend, the calls received to the contact center are often more complex than in the past. Team members take fewer calls per hour because complex calls take longer. The calls abandoned have increased and the department is not able to quantify the number of busy signals received by callers.

The table below illustrates some of the growth seen in the workload of the Property Tax division.

<b>Tax Year</b>	<b>Parcels</b>	<b>Taxing Entities</b>	<b>Levy</b>
<b>2012</b>	386,720	107	\$2,500,000,000
<b>2001</b>	311,359	74	\$1,360,000,000
<b>Increase</b>	75,361	33	\$1,140,000,000
<b>% Increase</b>	<b>24%</b>	<b>44.6%</b>	<b>84%</b>

In the past decade, the number of parcels taxed has grown from 311,359 to 386,720. This is a 24.20% growth in additional parcels, with an associated levy growth from \$1.3 billion to \$2.5 billion dollars levied. This is an 84% growth in additional local revenue managed.

The Motor Vehicle Division has seen a continuous level of growth in total registrations processed.

The Voter Registration Division not only reports a steady increase in the number of registered voters directly tied to population increases, but also increased workload based on the number of jurisdictions that have elections in Travis County. In FY 10, there were a total of 185 such jurisdictions in the county. That number has grown to 201.

The responsibilities of the Accounting Division, which include collections received, reconciled, deposited, and disbursed, have increased from \$2.44 billion in FY 10 to a projected \$2.7 billion in FY 14.

Many of the challenges faced by the department are directly related to population growth in the region. US Census Bureau numbers show growth in Travis County increasing from an estimated 869,868 in FY 04 to an estimated 1,076,119 today. This is a 23.7% growth in population in the past decade.



PBO's Planning Division has prepared growth forecasts for County departments that are based on historic growth patterns. The forecasts also take into account population growth and adjust for growth pattern anomalies within the department. Based on this forecast, PBO would not expect the department to reach the requested staffing amounts until FY 28.

	<b>Baseline</b>			
<b>Department Requested Implementation</b>	FY 13	FY 14	FY 15	FY 16
<b>PBO Forecast</b>	FY 13	FY 20	FY 26	FY 28
<b>Total Tax Office FTE</b>	134 FTE	148 FTE	162 FTE	167 FTE

The Tax Office has planned an increase of 33 FTE over three years, while PBO had not anticipated that level of growth for another 13 years. PBO recognizes that the forecast numbers are projections that cannot take into account the day-to-day operations of the office, statutory duties and mandates, and personnel and management needs. The forecast is also influenced by historic growth patterns, which have been low in this department. However, the forecast does highlight some of the challenges that need to be worked through with the assistance of PBO and Facilities Planning staff, prior to proceeding with this major reorganization request.

The reorganization requests for 14 new FTE can be broken down into four different need areas: new mandates, necessary internal controls, population increase, and span of control.

For the reclassification requests that have a fiscal impact, PBO will look first to HRMD for a recommendation that takes into account a Human Resources analysis and the department's needs.

From	To	Division	Cost	Total Cost
Training/Ed Coord, PG 16	Tech. Trainer I, PG 22	IT	\$22,502	\$61,911
Tax Specialist III, PG 16	Bus. Analyst Assoc., PG 19	IT	\$9,795	
Tax Specialist III, PG 16	Bus. Analyst Assoc., PG 19	Voter Registration	\$10,094	
Tax Specialist II, PG 15	Tax Specialist III, PG 17	Voter Registration	\$4,631	
Tax Specialist I, PG 13	Tax Specialist II, PG 15	Voter Registration	\$3,674	
Tax Specialist I, PG 13	Tax Specialist II, PG 15	Voter Registration	\$4,185	
Accounting Clerk, PG 12	Accounting Assoc., PG 14	Accounting	\$3,356	
Tax Specialist I, PG 13	Tax Specialist II, PG 15	Comm. & Training	\$3,674	

Currently, HRMD does not have sufficient documentation or information to support the Tax Specialist reclassifications within the IT and Voter Registration Divisions. Additionally, the reclassification of the Training/Education Coordinator to Technical Trainer I in the IT Division highlights retention but not changes in job duties, and this time, HRMD is not willing to support it.

HRMD has indicated support for reclassifying the Accounting Clerk to Accounting Associate in the Accounting Division, and moving a Tax Specialist I to Tax Specialist II in the Communication and Training Division.

PBO recommends that the Tax Office should continue to make sure that all necessary documentation has been provided to HRMD for review and should also prioritize these reclassifications for future meetings with Commissioners Court.

Mandates - The department is requesting a Tax Specialist II and a Tax Specialist III in the Motor Vehicle division, with the justification that newly mandated controls require the department to need more FTE. The Business Analyst I in the Voter Registration Division will help the department implement the many changes to voter policy and procedure and use various electronic databases to accommodate the complex voter registration mandates.

Type	Title	Division	Cost	Total Cost
New	Tax Specialist III	Motor Vehicle	\$ 54,351	\$182,628
New	Tax Specialist II	Motor Vehicle	\$ 51,423	
New	Business Analyst I	Voter Registration	\$ 76,854	

PBO has recommended the Tax Specialist II and Tax Specialist III be included in the FY 14 Preliminary Budget, prioritizing mandated FTE for the coming years over the other requests for new resources. Concrete performance measures that clearly highlight the need for the Business Analyst I in the Voter Registration Division would strengthen the request and would assist the department in explaining the needs to Commissioners Court at a budget hearing in August.

Population/Workload Growth – The Tax Office is reacting to the increased workload demands that are driven by the needs of a growing regional population. The Communications and Training Division requests staff to address the increased phone calls and communication needs of the public. The Property Tax and Information Technology FTE are requested to help with increased customer traffic and service needs, and well as increased Truth in Taxation information demands due to the growing number of taxing entities.

Type	Title	Division	Cost	Total Cost
New	Program Coordinator	Communications & Training	\$ 60,850	\$248,287
PT-FT	Tax Specialist I	Communications & Training	\$ 18,336	
New	Tax Specialist I	Property Tax Collections	\$ 46,124	
New	Tax Specialist I	Property Tax Collections	\$ 46,124	
New	Business Analyst I	Information Technology	\$ 76,854	

The Tax Office would benefit by prioritizing the above requested FTE. This could assist the department in meetings with Commissioners Court in August.

Internal Control – In FY 13, the department requested and received an Internal Auditor position in the Accounting Division to help implement internal controls within the department. Because there is a large amount of collections and disbursements handled in this division, the department requests this position to monitor and verify transactions, reconcile accounts and correct errors.

Type	Title	Division	Cost	Total Cost
New	Financial Analyst Lead	Accounting	\$ 81,569	\$ 81,569

The new Internal Auditor position in the department was not filled until April 2013. Since the new employee and new position does not have a significant track record at this time, PBO recommends that the department wait until next year to prioritize this position.

Span of Control – The Communications and Training Division, Property Tax Division, and Motor Vehicle Division all cite additional supervision needs to ensure a high quality of work and provide additional training in the department. PBO will look to HRMD to assess the department’s needs related to span of control, taking into account County recommendations and best practice.

Type	Title	Division	Cost	Total Cost
New	Program Coordinator	Communications & Training	\$ 60,850	\$402,383
New	Unit Supervisor	Property Tax Collections	\$ 68,307	
New	Unit Supervisor	Property Tax Collections	\$ 68,307	
New	Unit Supervisor	Motor Vehicle	\$ 68,307	
New	Unit Supervisor	Motor Vehicle	\$ 68,307	
New	Unit Supervisor	Motor Vehicle	\$ 68,307	

PBO recommends that the department also prioritize these positions in anticipation of justifying the needs to Commissioners Court.

**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Tax Office Reorganization --1
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Tax Office 08
<b>Funds Center:</b>	1080010001, 1080020001, 1080030001, 1080040001, 1080050001, 1080070001, 1080080001, 1080090001
<b>Total Amount of Request:</b>	\$3,002,591.97
<b>Collaborating Departments/Agencies:</b>	
<b>Contact Information (Name/Phone):</b>	Tina Morton 854-9702

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

The Tax Office submitted a preliminary request to reorganize in the FY13 budget. Managers have spent a year consulting with county departments and officials seeking advice and recommendations. There are three primary reasons for reorganization: 1) the increased liabilities connected to collecting and disbursing \$3.4 billion require redesigning internal controls at all levels; 2) inadequate staffing to meet a burgeoning population increase and to curb loss; and, 3) span of control issues - monitoring employee performance has reached a critical level. The most acute needs are addressed and justified in year 1 of this three-year plan.

**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.**

Over the past 25 years the basic organizational chart of the tax office has changed little. In 1990, for example, there were two property tax supervisors and today, after what can rightfully be called a population explosion, there are still just two supervisors in property tax. During this period the tax office opened four new full-service satellite offices, expanded its collection programs to include county courts-at-law and justice of the peace courts, served every resident seeking vehicle title and registration service, registered literally hundreds of thousands of new voters, doubled the number of election jurisdictions and began collecting for dozens of new taxing entities. Funding for the vast majority of new positions required to serve Travis County's burgeoning population has occurred internally. Today the tax office is seriously under-resourced for the scope of its work.

No other office serves the general public in the same volume as the tax office. On an average day, 800 customers visit the main location and half that amount visit the satellite offices. About 1200 call or email and thousands visit online. Our mission has always been to provide exceptional service to Travis County's vehicle owners, property owners and voters. But that is only part of the mission. Our customers also include 107 taxing entities to which we are contractually obligated for property tax collection. Similarly, in voter registration (and in the process of election preparation) we serve 193 voting jurisdictions.

- To provide poignant examples, some of the factors that have impacted quality of service in property tax alone since 2002 include the following. First, a 24% increase (311,359 in 2002 to 386,720 in 2012) in the number of parcels means there are simply more accounts to deal with. The chief appraiser predicts the parcel count will top 400,000 in 2013. Closely-related to the parcel increase but more important is the levy assessed

which has grown from \$1.3 billion to \$2.5 billion dollars, representing 84% growth in additional local revenue managed. With regard to liability concerns, \$2.5 billion breaks down to over \$20,366,343 dollars per employee, and it increases every year. The number of customers served in person by the collections division has grown from 6,988 to 25,983 – a phenomenal 272% growth factor! Service via telephone has grown from 16,634 to 57,521 which is a 246% increase. The levy supplemented throughout the year has increased from \$12 million to \$26 million which is a 115% increase and the amount of levy removed from the tax roll has gone from -\$25 million to -\$60 million which is a 169% increase. Similar increases have occurred in Voter Registration and Motor Vehicles. Overall these issues impact the entire office:

- Span of control issues – many tax office sections exceed HRMD recommendations
- Internal controls – limit risk systematically and within each program
- Greater accountability – monitoring employee performance has become a critical need
- Inadequate staffing to serve the current population of 1,063,000 citizens
- Growth – predicted at 2.3% in each of the next 5 years
- Succession planning – key position identification and establishing leadership office wide
- Citizens demand greater levels of technological advancement
- Innovate – better leverage intellectual assets, explore communities of practice
- Greater transparency, changing public expectations – anticipate more, react less

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

Should the request be funded in its entirety, anticipated results apparent in 2015 would include greater accountability in all areas. As a result of tighter internal controls and needed training, fewer mistakes will be made. See division PB-2 documents for additional details.

**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.**

How do you measure security of \$3.4 billion in collections and the integrity of the voter roll for any election? You can evaluate the accuracy of the precincts drawn and estimate that errors on the part of the GIS team could lead to incorrect ballots and that could lead to an election recall estimated at \$750,000. The overarching theme of all the presentations, all of the discussions has been limiting known liabilities. It has been about securing revenue to make sure it is collected and disbursed in a manner that limits loss, especially in areas where fraud and theft are huge variables at this moment in time. Examples are sales tax collection and penalty and interest on delinquent tax accounts. To answer this question, the program will be measured and evaluated primarily by using quality control standards, reduction in losses, systems review, and employee performance monitoring. A comparative analysis is available in motor vehicle operations but not in property tax due to the fact that delinquent collections are not contracted to an outside vendor. There is no local program available to compare Voter Registration operations.

**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
Year 1 Reorganization: The justification for these positions appear in division PB-2 documents. Since losses (other than abandoned calls listed below) are not documented in the budget, there are no specific measures to address.				
Accounting -- Financial Lead & Accounting Associate				
Communications & Training Program Managers (2) PT-FT Tax Specialist II Reclass	60,000 abandoned calls		Reduce abandoned calls by 1/3	21,000 fewer abandoned calls
TAX / TECH Unit Supervisor (2) Tax Specialist I (2) Business Analyst I Technical Trainer I Reclass Bus. Analyst Assoc. Reclass				
MV Unit Supervisor (3) Tax Specialist II MANDATE Tax Specialist III MANDATE				
VR Business Analyst I Bus. Analyst Assoc. Reclass Tax Specialist III Reclass Tax Specialist II (2) Reclass				

**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 tax office to become proactive instead of reactive, to ensure that loss prevention is fully implemented, and to increase the level of technology required to serve not just population growth but the growth of complexity in public requests.

**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 presents a serious liability in that all of the known areas of concern described in #2 above would remain unaddressed.

**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**

<b>ways that these departments/agencies can collaborate to ensure success of the proposal.</b>			
N/A			
<b>8.</b>	<b>Additional Revenue: Does this proposal generate additional revenue? Y/N</b>		<b>N</b>
	<b>If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N</b> <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>		
<b>9.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>		<b>Y – first year</b>
	<b>If no, attach plan from Facilities Management explaining how to acquire space for this proposal. If yes, identify proposed position location below:</b>		
	<b>Building Location#</b>	5501 Airport	<b>Floor #</b> 1
	<b>Suite/Office #</b>	Various	<b>Workstation #</b> various
<b>10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).</b>			
<b>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)?</b>			

## FY 2014 BUDGET REQUEST ANALYSIS

**Req #6 & #7: Mileage Fund Increase (Voter Registration and Accounting Divisions)**  
**Fund: General Fund, 0001**

	FY 14 Request	PBO Recommendation	FY 15 Cost
<b>FTEs</b>	0	0	0
<b>Personnel</b>	\$0	\$0	\$0
<b>Operating</b>	\$2,200	\$0	\$0
<b>Subtotal</b>	\$2,200	\$0	\$0
<b>Capital</b>	\$0	\$0	\$0
<b>Total Request</b>	\$2,200	\$0	\$0

***Dept. Summary of Request:***

The Tax Office is requesting funds for employee mileage reimbursement in two divisions.

**Voter Registration:**

Department Request: Increase mileage by \$1000 to provide sufficient funds to reimburse the Voter Outreach Coordinator to attend offsite weekend and evening events.

Our mission is to provide optimal customer service by identifying and registering eligible Travis County citizens; educating and promoting voter awareness and supporting election processes by administering accurate voter data. We accomplish our mission by responding to citizen requests to train volunteer deputies to accurately register voters and to provide voter registration services. The majority of the citizen requests are events held on weekends and after hours. The current mileage fund of \$200 is not sufficient to reimburse the Voter Outreach Coordinator for mileage to attend the events.

**Accounting Division:**

Department Request: Increase mileage by \$1,200 to provide sufficient funds to reimburse the Internal Auditor Position for mileage incurred in driving to the satellite offices to perform audits and funds verification.

The mission of the Accounting Department is to receive, account for, safeguard and properly disburse collections of property taxes, motor vehicles and other fees of office in a manner compliant with generally accepted accounting principles (GAAP). In addition to the policies and procedures currently in place, we will accomplish our mission by having a tax office internal auditor travel to the satellite offices and perform audits of transactions and funds verifications (surprise cash counts) to strengthen internal controls at the satellite offices. There is no current mileage fund for the internal auditor for mileage to perform these audits and funds verifications.



***PBO Recommendation:***

PBO recommends this request be delayed until FY 15 after additional monitoring can be implemented.

It is recommended that the department work with the new FTE in the Internal Auditor position and the employee in the Voter Outreach position during FY 14 to track the true mileage and determine the need, and bring this request back in the FY 15 budget process if it is determined that the department is unable to fund internally.

***Budget Request Performance Measures:***

<b>Description</b>	<b>Actual FY 12 Measure</b>	<b>Revised FY 13 Projected Measure</b>	<b>Projected FY 14 Measure at Target Budget Level</b>	<b>Revised FY 14 Measure with Additional Resources</b>
<b>Voter Registration</b>				
# Volunteer Deputies trained	2,211	700	530	530
# Voter Outreach events	143	80	80	55
<b>Accounting</b>				
# of transactions to be audited	0	1,500	5,200	5,200
# of fund verifications (cash counts)	0	200	650	650

**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Mileage Fund Increase	# 7
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Tax Collector (08) – Voter Registration Division	
<b>Funds Center:</b>	1080080001	
<b>Total Amount of Request:</b>	\$1000	
<b>Collaborating Departments/Agencies:</b>	N/A	
<b>Contact Information (Name/Phone):</b>	Dee Lopez, (512) 854-9203	

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

Increase mileage by \$1000 to provide sufficient funds to reimburse the Voter Outreach Coordinator to attend offsite weekend and evening events.

**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.**

Our mission is to provide optimal customer service by identifying and registering eligible Travis County citizens; educating and promoting voter awareness and supporting election processes by administering accurate voter data. We accomplish our mission by responding to citizen requests to train volunteer deputies to accurately register voters and to provide voter registration services. The majority of the citizen requests are events held on weekends and after hours. The current mileage fund of \$200 is not sufficient to reimburse the Voter Outreach Coordinator for mileage to attend the events.

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

This request for additional mileage funds of \$1000 is for FY 2014 and will extend to future fiscal years.

**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 program is measured by interest in the community and this varies from year to year depending on the election period. There is no existing program that is similar in Travis County.

**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
# Volunteer Deputies trained	2211	700	530	530

# Voter Outreach events	143	80	80	55
<b>5b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:</b>				
The program will continue to meet the target level measure. However, there are no additional existing funds to reimburse the Outreach Coordinator for attending the requested events. Please note that community events provide positive awareness for Travis County and its programs and the end result are priceless to county government.				
<b>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.</b>				
If this request is not funded, we will be forced to take funds from other line items that do not have adequate balances to cover the deficit. If taken from office supplies, this cost center pays for critical items used for elections and temporary staffing such as printer ink, paper, etc. There are no additional resources to make up the difference.				
<b>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.</b>				
N/A				
8.	<b>Additional Revenue: Does this proposal generate additional revenue? Y/N</b>			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.	<b>If requesting a new position(s), is office space currently available? Y/N</b>			N/A
	<b>If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:</b>			
	<b>Building Location#</b>		<b>Floor #</b>	
	<b>Suite/Office #</b>		<b>Workstation #</b>	
<b>10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).</b>				
N/A				
<b>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)?</b>				
The requested item provides mileage reimbursement to the Voter Outreach Coordinator attending community events offsite and after hours. The end result provides positive awareness for Travis County programs that is immeasurable and the proceeds are priceless.				

**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Mileage Fund Increase
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Tax Collector (08) – Accounting Division
<b>Funds Center:</b>	1080090001
<b>Total Amount of Request:</b>	\$1,200
<b>Collaborating Departments/Agencies:</b>	N/A
<b>Contact Information (Name/Phone):</b>	Joe Marshall, (512) 854-9268

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

Increase mileage by \$1,200 to provide sufficient funds to reimburse the Internal Auditor Position for mileage incurred in driving to the satellite offices to perform audits and funds verification.

**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 mission of the Accounting Department is to receive, account for, safeguard and properly disburse collections of property taxes, motor vehicles and other fees of office in a manner compliant with generally accepted accounting principles (GAAP). In addition to the policies and procedures currently in place, we will accomplish our mission by having a tax office internal auditor travel to the satellite offices and perform audits of transactions and funds verifications (surprise cash counts) to strengthen internal controls at the satellite offices. There is no current mileage fund for the internal auditor for mileage to perform these audits and funds verifications.

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

This request for additional mileage funds of \$1,200 is for FY 2014 and will extend to future fiscal years.

**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 program is measured by the extent that internal controls can be strengthened at the satellite offices. There currently are no audits of transactions or verifications of funds (surprise cash counts) being performed by a tax office internal audit 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
# of transactions to be audited	0	1,500	5,200	5,200
# of fund verifications (cash counts)	0	200	650	650

<b>5b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:</b>		
The program will try to meet the proposed target level measures. However, there are currently no existing funds to reimburse the Internal Auditor for mileage incurred traveling to the satellite offices. Traveling to the satellite offices to perform audits of transaction and funds verification will prove invaluable in strengthening the internal controls and employee awareness at the satellite offices.		
<b>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.</b>		
If this request is not funded, the number of audits that can be performed at the satellite offices will be reduced. If funds are not available from other critical expense line items, the internal auditor will be forced to incur the costs of travel personally. There are no additional resources to make up the difference.		
<b>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.</b>		
N/A		
<b>8.</b>	<b>Additional Revenue: Does this proposal generate additional revenue? Y/N</b>	No
	<b>If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N</b> <i>Please note that original revenue materials must be sent to the Auditor's Office.</i>	
<b>9.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>	N/A
	<b>If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:</b>	
	<b>Building Location#</b>	<b>Floor #</b>
	<b>Suite/Office #</b>	<b>Workstation #</b>
<b>10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).</b>		
N/A		
<b>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)?</b>		
The requested item provides mileage reimbursement to the Internal Audit position for performing audits and funds verifications at the satellite offices. The end result provides additional assurance that tax office accounting protocols related to property tax and motor vehicle transactions, including acceptance and safeguarding of tax office collections are being followed. The benefit is to reduce the likelihood of theft or fraud and strengthen internal controls in the satellite offices.		

TRAVIS COUNTY  
AUDITOR'S OFFICE

NICKI RILEY, CPA  
COUNTY AUDITOR



TRAVIS COUNTY  
700 LAVACA  
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AUSTIN, TX 78767  
(512) 854-9125  
FAX: (512) 854-9164

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TO: Sam Biscoe, County Judge  
Ron Davis, Commissioner, Precinct 1  
Bruce Todd, Commissioner, Precinct 2  
Gerald Daugherty, Commissioner, Precinct 3  
Margaret Gomez, Commissioner, Precinct 4

FROM: Nicki Riley, Travis County Auditor

DATE: August 1, 2013

SUBJECT: Tax Office Budget Request

Recently, the Travis County Tax Assessor/Collector's Office requested that my office review the Tax Office's proposed reorganization and the FY 2014 budget request that would fund Phase I of their reorganization plan. This plan includes organizational changes across all Tax Office divisions, including a number of new positions and reclassifications of many current positions. As my office primarily interacts with the Motor Vehicle and Property Tax Divisions of this office, we restricted our review to these two divisions.

The Tax Office's proposed reorganization includes adding eleven new positions over three years in the Property Tax Division, including six supervisory positions, and adding ten new positions over two years in the Motor Vehicle Division, including eight supervisory positions. While we are not in a position to comment on the specifics of this request, we agree that the Tax Office is warranted in requesting additional personnel for both of these divisions, particularly supervisors, in order to meet their fiduciary and statutory responsibilities.

**The case for additional staffing:**

In the eleven years between FY 2002 and FY 2012, staffing for the Property Tax Division has increased by 13%. In that time, workload increases have out-paced staffing in a number of areas. For example, the number of new partial payment agreements rose by almost 200% and the number of walk-in customers served rose almost 272%. (See Attachment A)

For the Motor Vehicle Division, the number of transactions and amount of funds collected by this division is steadily rising. This division is projected to collect \$242 million in FY 2013, a rapid 55% increase from FY 2009.

We also compared staffing levels for these two divisions to staffing levels of similar divisions at Tarrant, El Paso, and Bexar Counties. In each case, Travis County was last in staffing, even when compared to El Paso County, which has approximately 200,000 fewer residents than Travis County. (See Attachments A and B)

**Importance of these divisions to Travis County:**

In FY 2012, these two divisions collected almost \$400 million in General Fund revenues for Travis County. This was over 86.4% of total General Fund revenues received during that fiscal year. Almost \$2.5 billion is processed through the Tax Office each year, most of which is in these two divisions.

**Fiduciary responsibilities of these divisions:**

Both the Motor Vehicle and Property Tax Divisions collect significant amounts of revenue for outside entities. Annually, the Motor Vehicle Division collects over \$190 million in revenues for the State. The Property Tax Division collects over \$1.8 billion in property taxes for over 100 local government entities each year. We have a fiduciary and statutory responsibility to these entities to safeguard their funds and to collect, account for, and disburse these funds properly and in a timely manner.

**Tax Office is considered "High Risk":**

Our office categorized the Tax Office as "High Risk" in our overall risk assessment of the County this year. This is due to the 1) large amount of cash that flows through the office each year; 2) extremely high volume of transactions in the Tax Assessor/Collector's official fee fund; 3) large amounts of cash held for and due to other entities; 4) numerous state statutes and regulations governing the operations of the Tax Office; and 5) change in management.

**Closing:**

While I understand that County resources are limited, I feel that investing in the County's main revenue collecting office would be a beneficial and worthwhile use of County funds.

cc: Bruce Elfant, Travis County Tax Assessor/Collector  
Leslie Browder, County Executive, Planning and Budget Office  
Jessica Rio, Director, Planning and Budget Office

**Attachment A - Property Tax Division Detailed Support:**

The following chart shows how the workload for the Property Tax division changed between FY 2002 and FY 2012 in comparison to increases in staffing. In this 11 year span, this division received three additional FTE's – an increase of 12.8% in staffing; but as shown below, workload percentages increased much more.

**Chart 1 – workload and staffing changes from FY02 to FY13:**

Comparison Item	FY02	FY12	% Change
Property Tax Division Staff	23.5	26.5	12.8%
Number of Parcels	311,359	384,218	23.4%
Taxing Entities Served	74	107	44.6%
Partial Payment Agreements	3,123	9,226	195.4%
Walk-in Customers Served	6,988	25,983	271.8%

It is difficult to compare the headcount in Travis County's property tax division to those in other counties since Travis County collects delinquent property taxes internally while other large counties in Texas utilize outside law firms for this task. The following chart attempts to adjust for this difference by reducing Travis County's employee count by the approximately 14 FTE's dedicated to delinquent property tax collections. With this adjustment, it is clear that Travis County staffing levels are significantly lower than those in El Paso, Bexar, and Tarrant Counties.

**Chart 2 – comparison of Travis County property tax staffing to other large counties:**

County	Population	Property Tax Employees	# of Parcels	# of Taxing Entities	# of Parcels per Employee
El Paso	800,647	22.25	396,290	35	17,811
Travis	1,063,130	12.5	384,218	107	30,737
Bexar	1,714,773	42	644,489	49	15,345
Tarrant	1,809,034	42	850,000	82	20,238



**Attachment B – Motor Vehicle Division Detailed Support:**

We also noted that a survey of Bexar, El Paso, and Tarrant County Tax Offices shows that each Travis County Motor Vehicle Division employee processes significantly more vehicle registrations and titles in a year than individual employees in the three other counties polled. Chart 1 below shows that an employee in our Motor Vehicle Division processes twice as many vehicle titles in a year than an employee in Bexar County and over four times as many as in El Paso. A Travis County employee processes almost three times as many vehicle registrations per year as an El Paso County Tax Office employee, and over 3,600 more registrations per year than a Bexar County employee.

**Chart 1 – Comparison of Titles and Registrations processed per employee in FY12:**

County	Motor Vehicle Employees	Vehicle Titles	Vehicle Registrations	Titles Issued Per Employee	Registrations Issued Per Employee
El Paso	93	135,547	597,092	1,457	6,420
Tarrant	149	396,703	1,513,042	2,662	10,155
Bexar	101.5	350,000	1,400,000	3,448	13,793
Travis	47.5	326,213	826,600	6,868	17,402

The need for more managers (including leads and supervisors) in the Motor Vehicle Division can be seen in comparing the number of employees per manager for Travis, El Paso, Tarrant and Bexar Counties. Chart 2 below shows that each manager in the Travis County Motor Vehicle Division is responsible for significantly more employees than the other three counties polled. The other three counties have a net average of 4.5 employees per manager, while Travis County has an average of 8.5 employees per manager.

**Chart 2 – Comparison of employees per manager:**

County	Managers & Leads	Staff FTE's	Employees per Manager
El Paso	20	73	3.7
Tarrant	27	122	4.5
Bexar	16	85.5	5.3
Travis	5	42.5	8.5

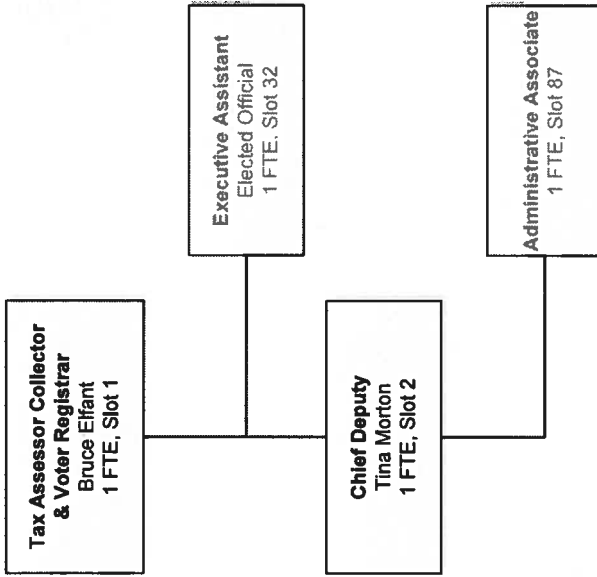
# ADMINISTRATION YEAR 1

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION** **FUND CENTER**  
Administration 1080010001

<b>FTE</b>	4
<b>PTE</b>	0
<b>TOTAL</b>	<u>4</u>

**Reclassification**  
Create new position  
PT to FT



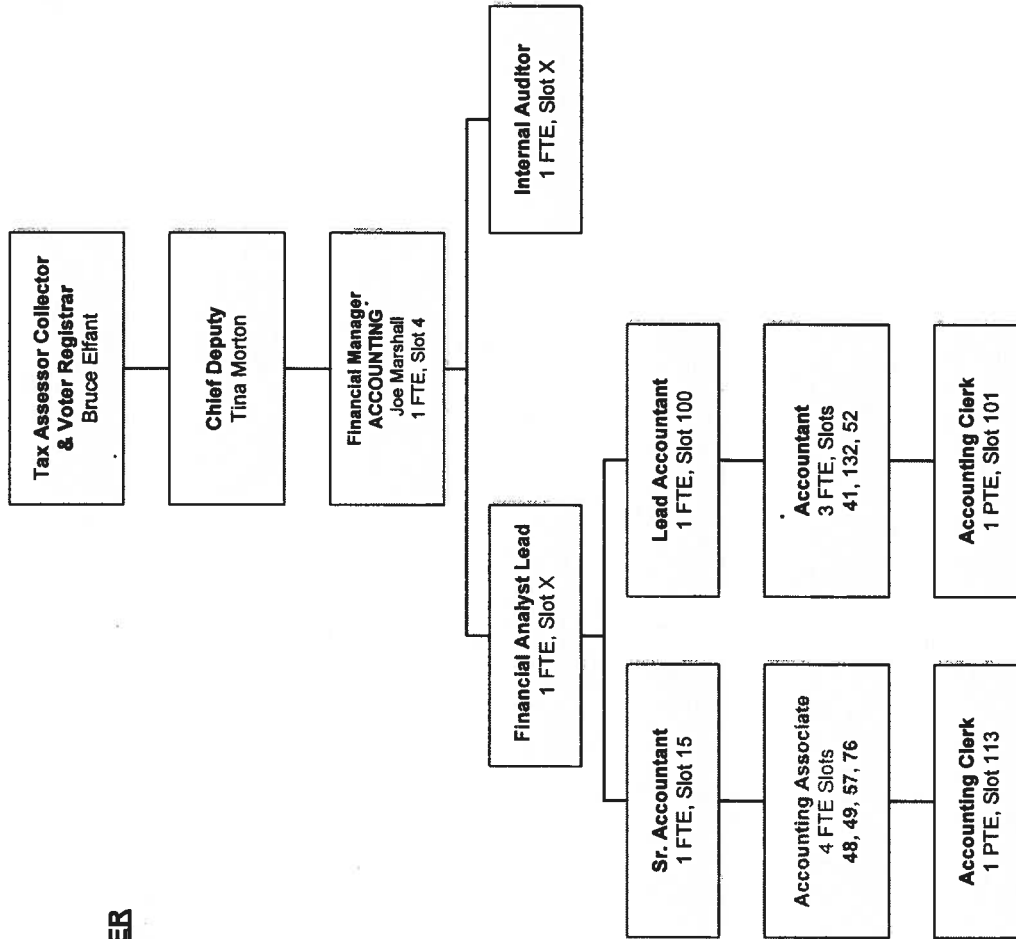
# ACCOUNTING YEAR 1

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION** Accounting  
**FUND CENTER** 1080090001

<b>FTE</b>	12
<b>PTE</b>	2
<b>TOTAL</b>	<u>14</u>

Reclassification  
Create new position  
PT to FT



# COMMUNICATIONS & TRAINING YEAR 1

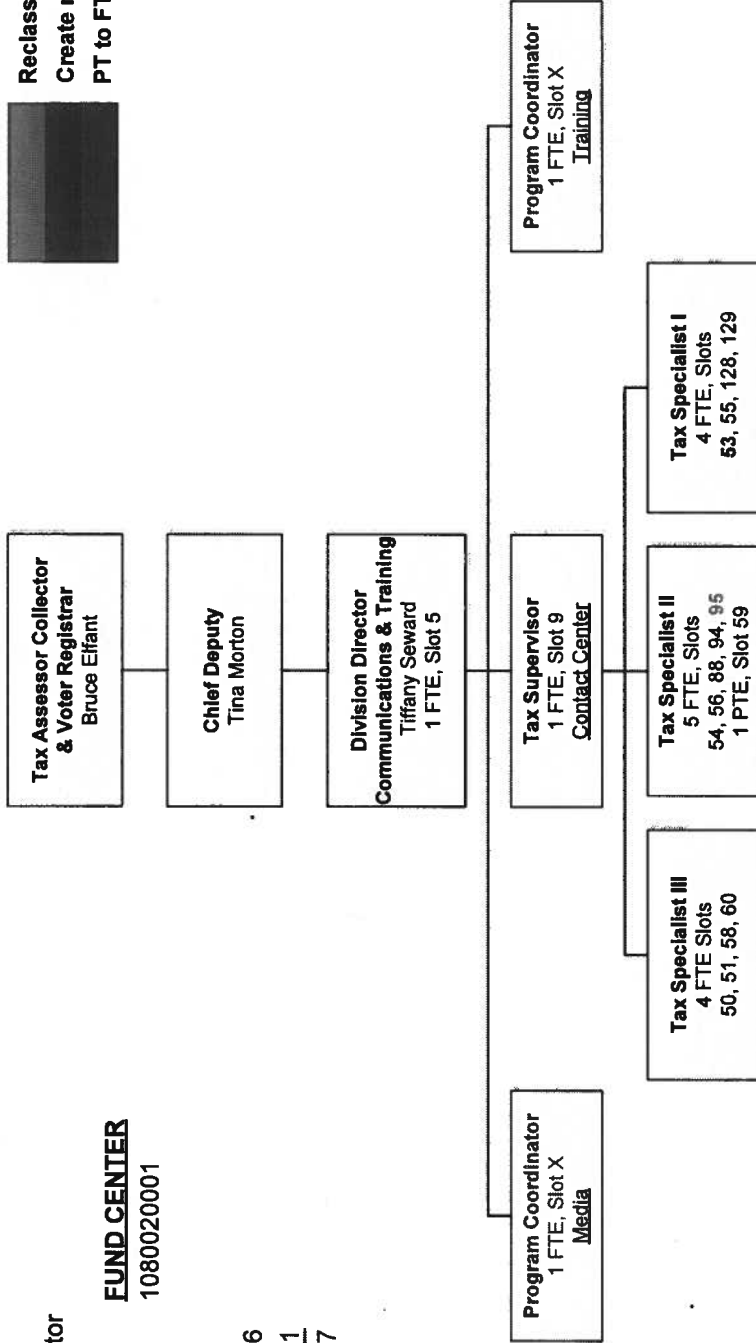
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Comm. & Training

**FUND CENTER**  
1080020001

**Reclassification**  
Create new position  
PT to FT

FTE 16  
PTE 1  
**TOTAL 17**



# COUNTY COURT AT LAW YEAR 1

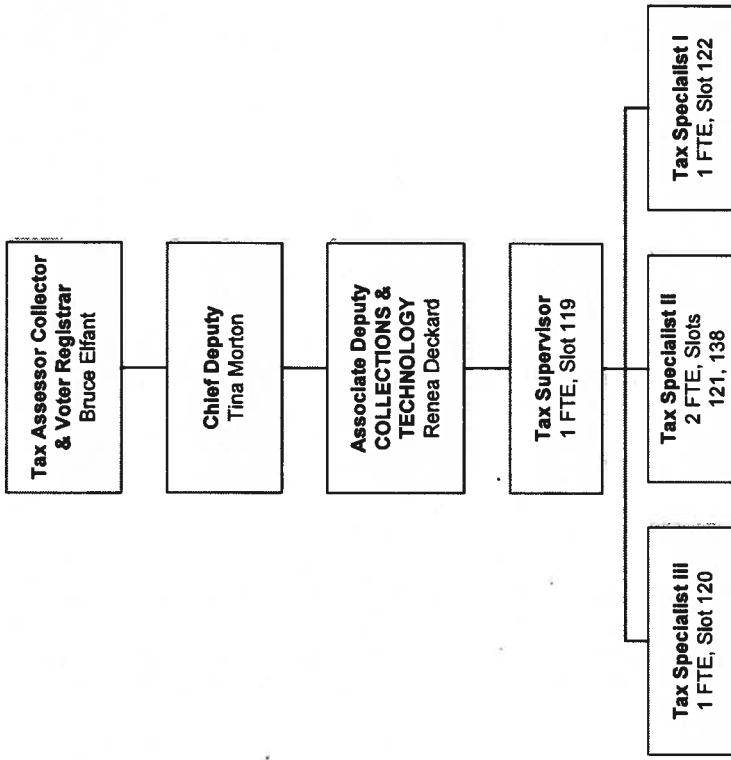
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Property Tax Collections

**FUND CENTER**  
1080040001

FTE	5
PTE	0
<b>TOTAL</b>	<b>5</b>

Reclassification  
Create new position  
PT to FT



# JP COLLECTIONS YEAR 1

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Property Tax Collections  
JP Collections

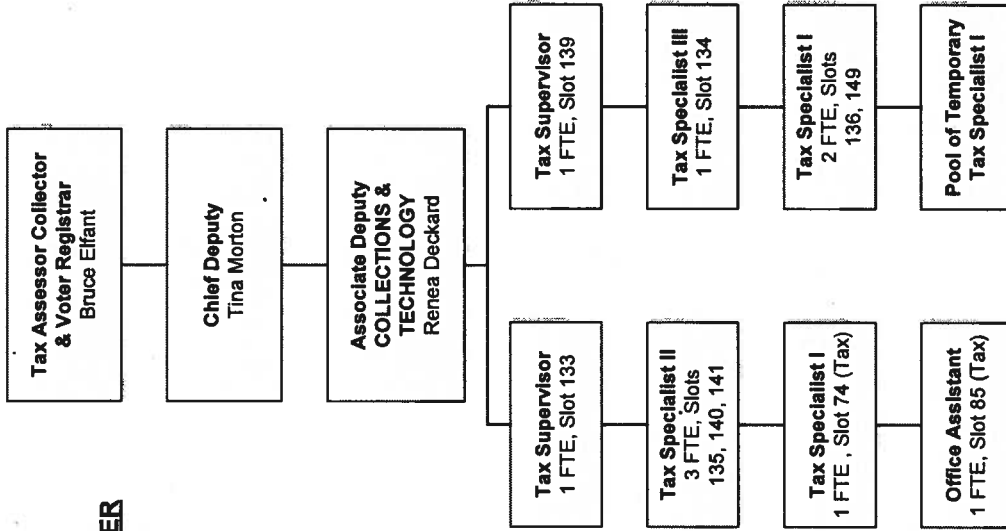
**SLOTS**  
85, 74  
ALL OTHERS

**FUND CENTER**  
1080030001  
1080050001



Reclassification  
Create new position  
PT to FT

FTE . 9  
PTE 1  
**TOTAL** 10



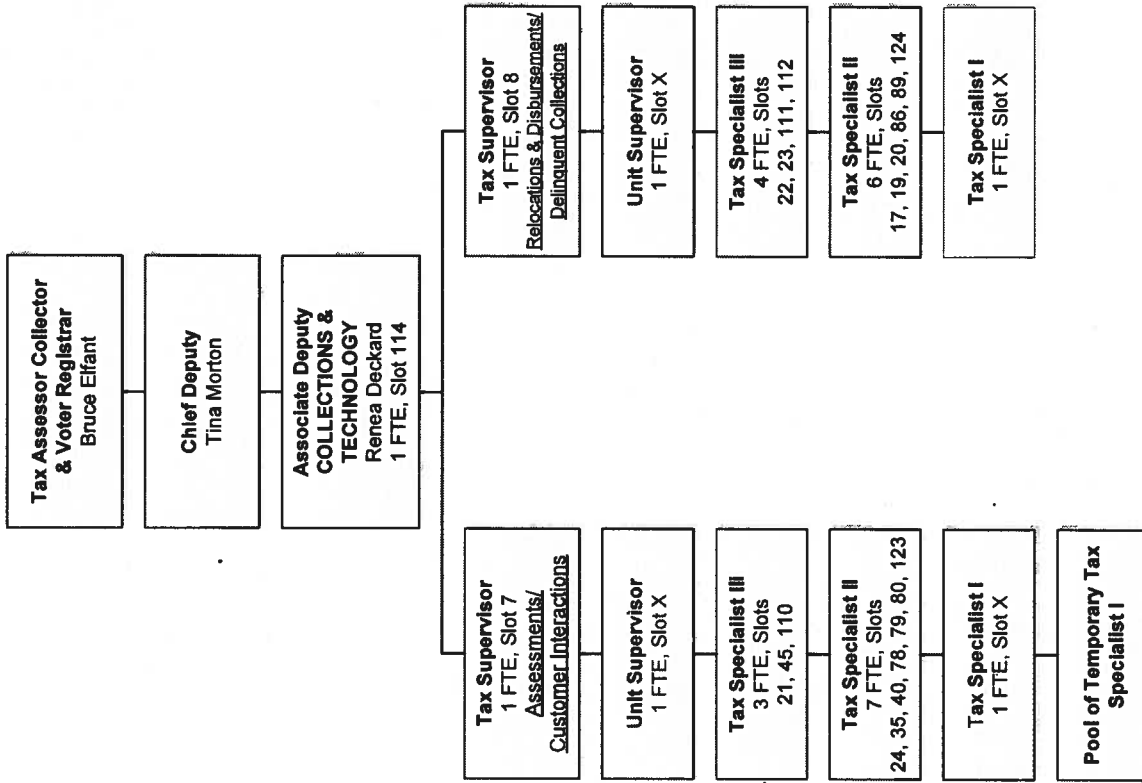
# PROPERTY TAX COLLECTIONS YEAR 1

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Property Tax Collections

**FTE** 27  
**PTE** 0  
**TOTAL** 27

Reclassification  
Create new position  
PT to FT



# INFORMATION TECHNOLOGY YEAR 1

**DEPT NAME**  
Tax Assessor/Collector

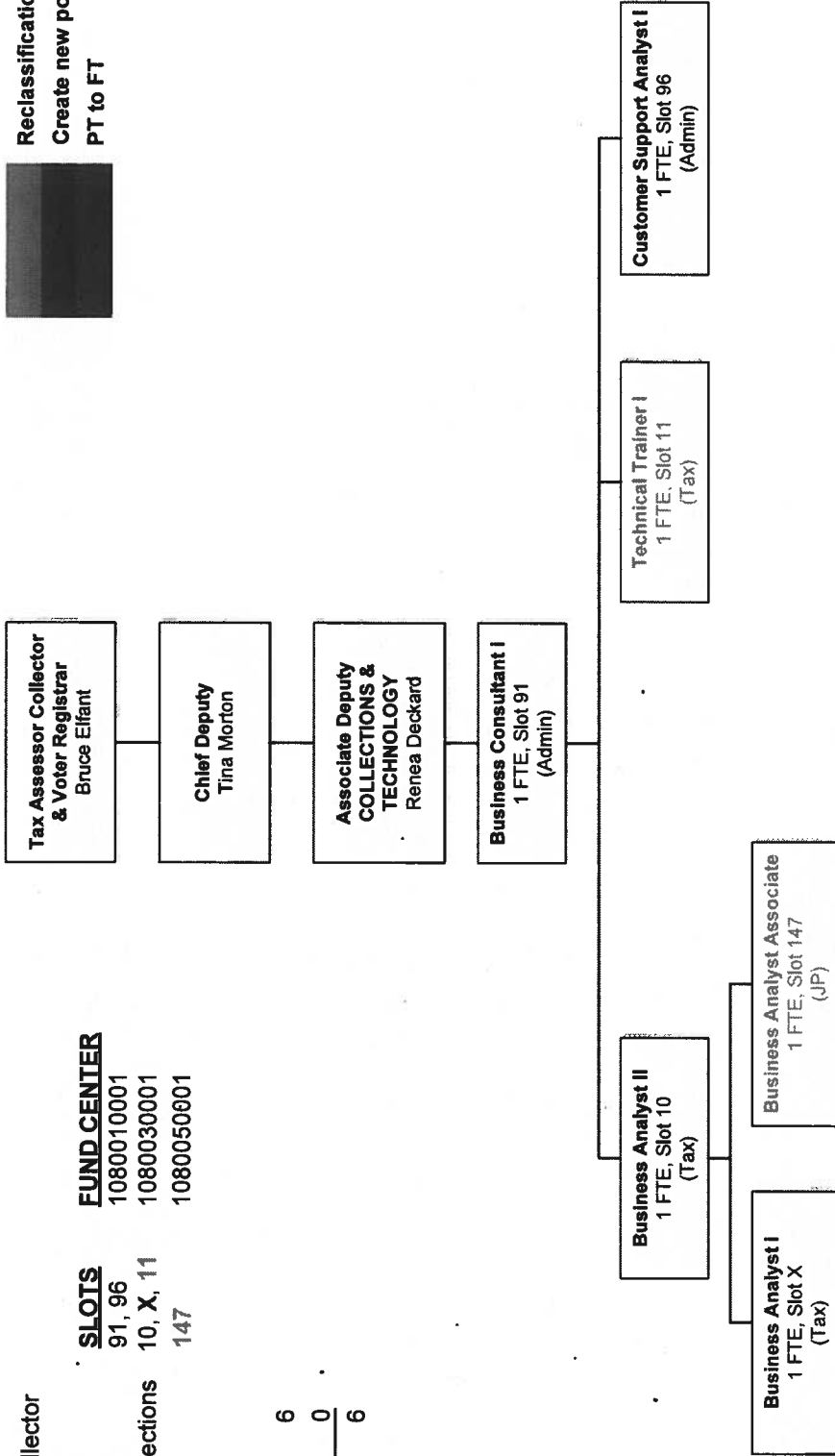
**DIVISION**  
Administration  
Property Tax Collections  
JP Collections

**SLOTS**  
91, 96  
10, X, 11  
147

**FUND CENTER**  
1080010001  
1080030001  
1080050001

Reclassification  
Create new position  
PT to FT

**FTE** 6  
**PTE** 0  
**TOTAL** 6





# VOTER REGISTRATION YEAR 1

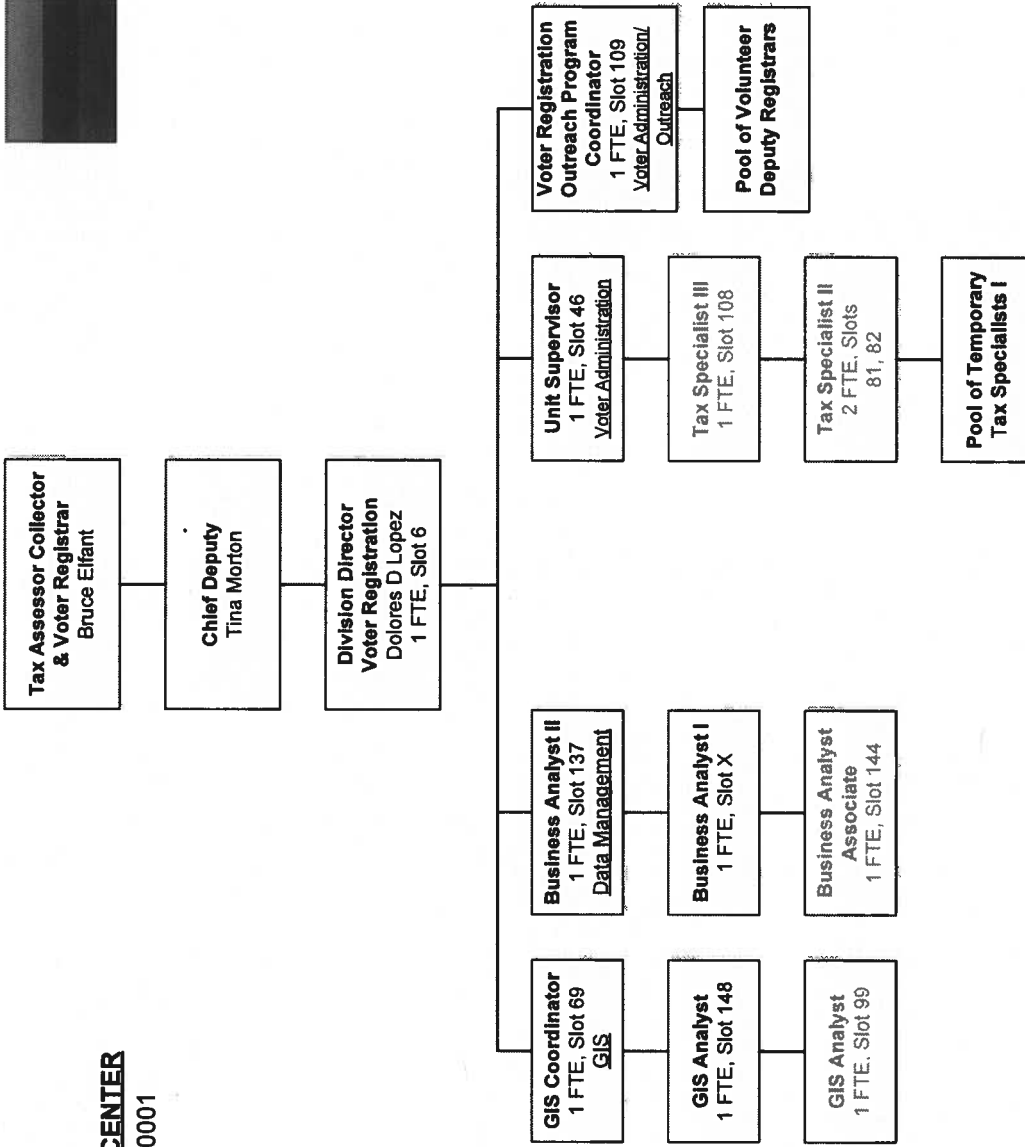
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Voters

**FUND CENTER**  
1080080001

**FTE** 12  
**PTE** 0  
**TOTAL** 12

**Reclassification**  
Create new position  
PT to FT



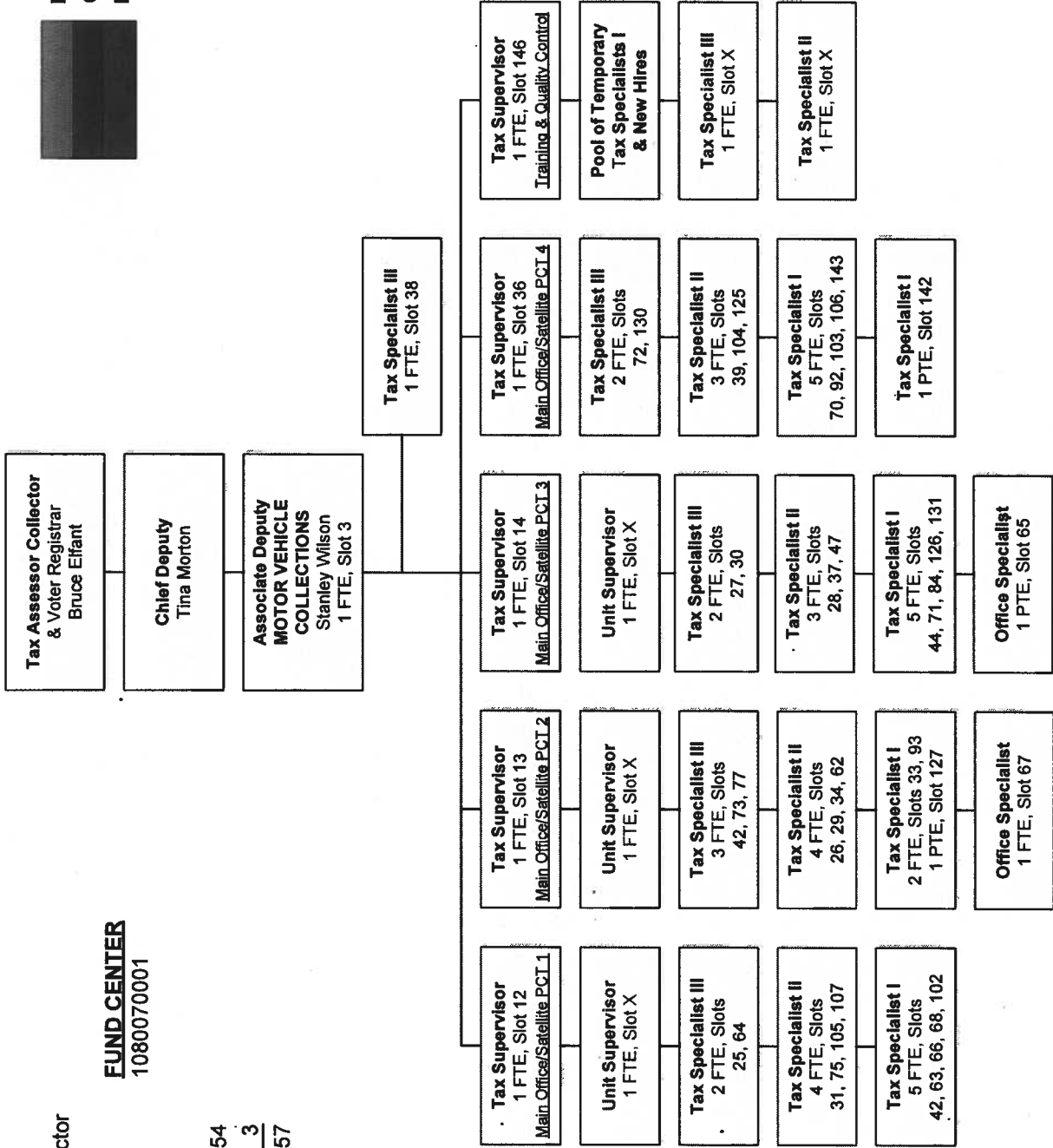
# MOTOR VEHICLES YEAR 1

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Motor Vehicles

**FTE** 54  
**PTE** 3  
**TOTAL** 57

Reclassification  
Create new position  
PT to FT



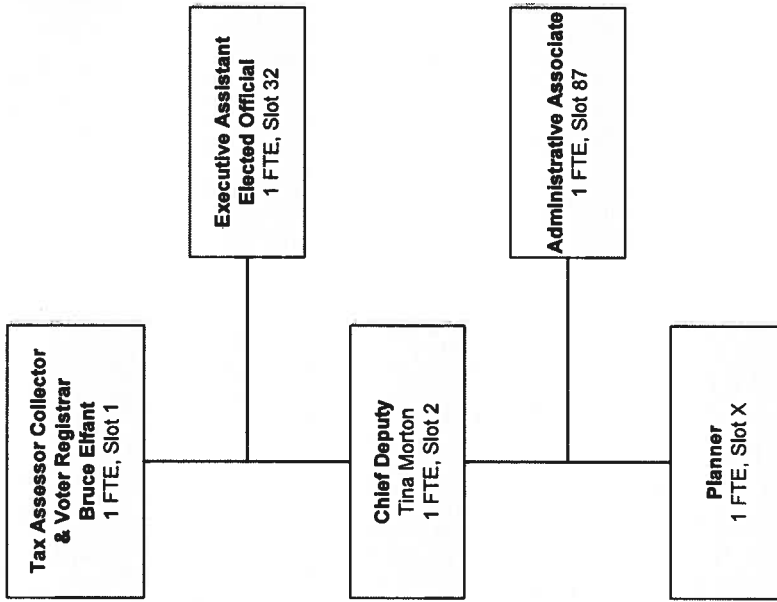
# ADMINISTRATION YEAR 2

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION** Administration  
**FUND CENTER** 1080010001

FTE	5
PTE	0
<b>TOTAL</b>	<b>5</b>

Reclassification  
Create new position  
PT to FT



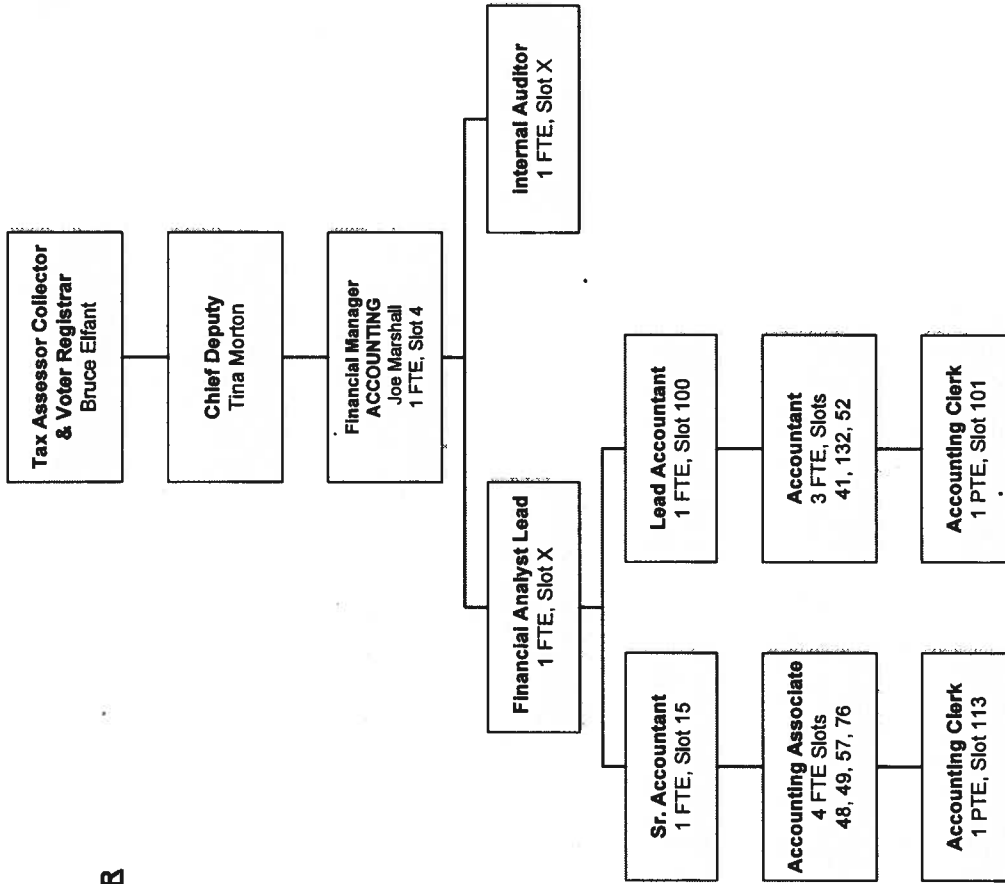
# ACCOUNTING YEAR 2

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION** Accounting  
**FUND CENTER** 1080090001

FTE	12
PTE	2
<b>TOTAL</b>	<b>14</b>

Reclassification  
Create new position  
PT to FT



# COMMUNICATIONS & TRAINING YEAR 2

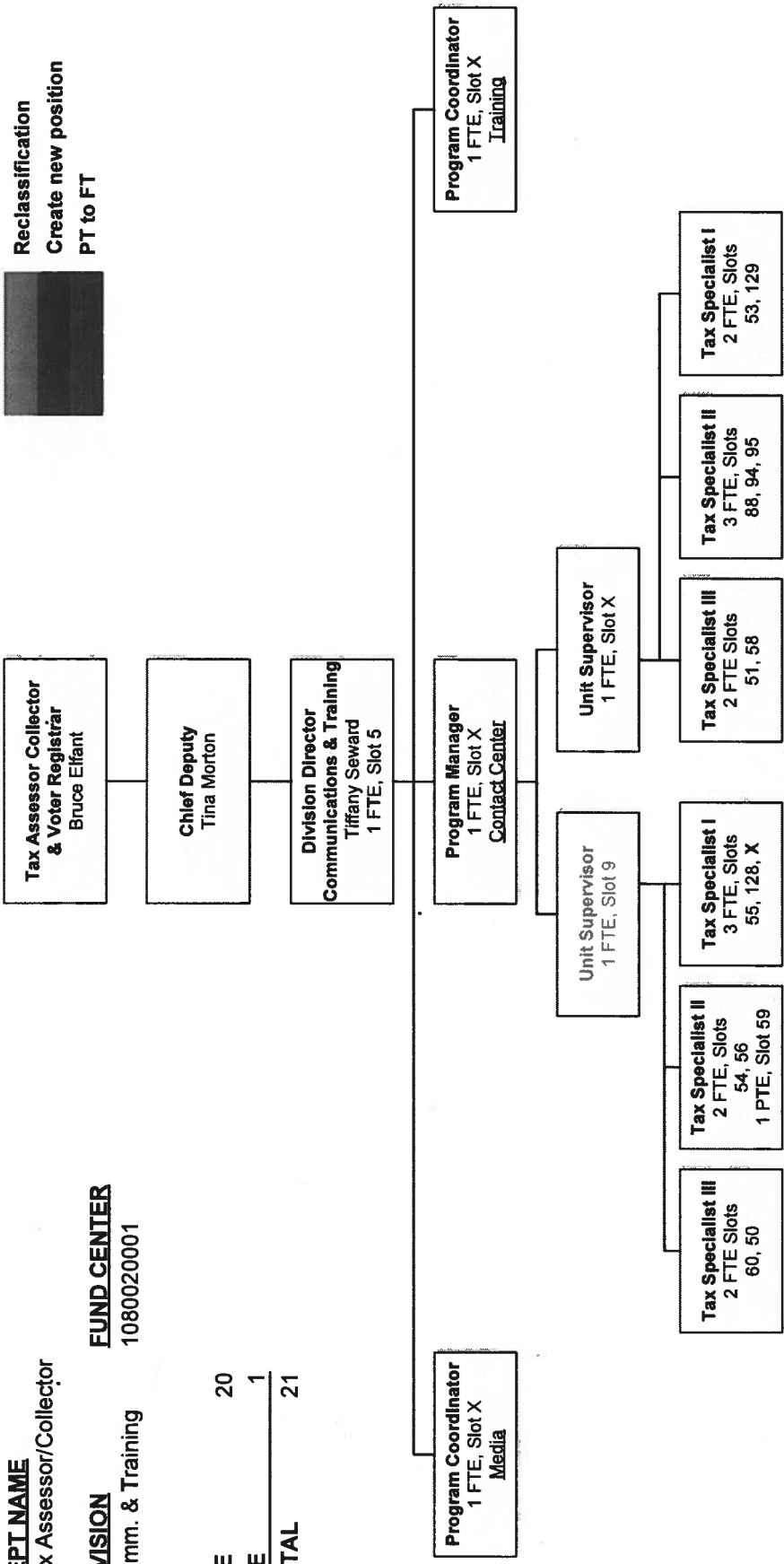
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Comm. & Training

**FUND CENTER**  
1080020001

<b>FTE</b>	20
<b>PTE</b>	1
<b>TOTAL</b>	21

**Reclassification**  
Create new position  
PT to FT



**COUNTY COURT AT LAW YEAR 2**

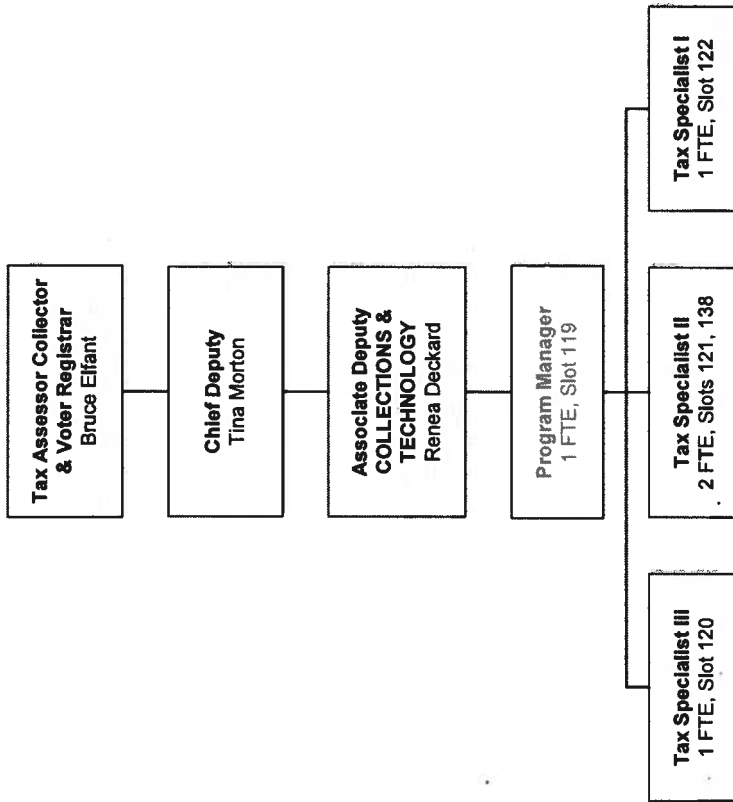
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Property Tax Collections

**FUND CENTER**  
1080040001

FTE 5  
PTE 0  
**TOTAL** 5

Reclassification  
Create new position  
PT to FT



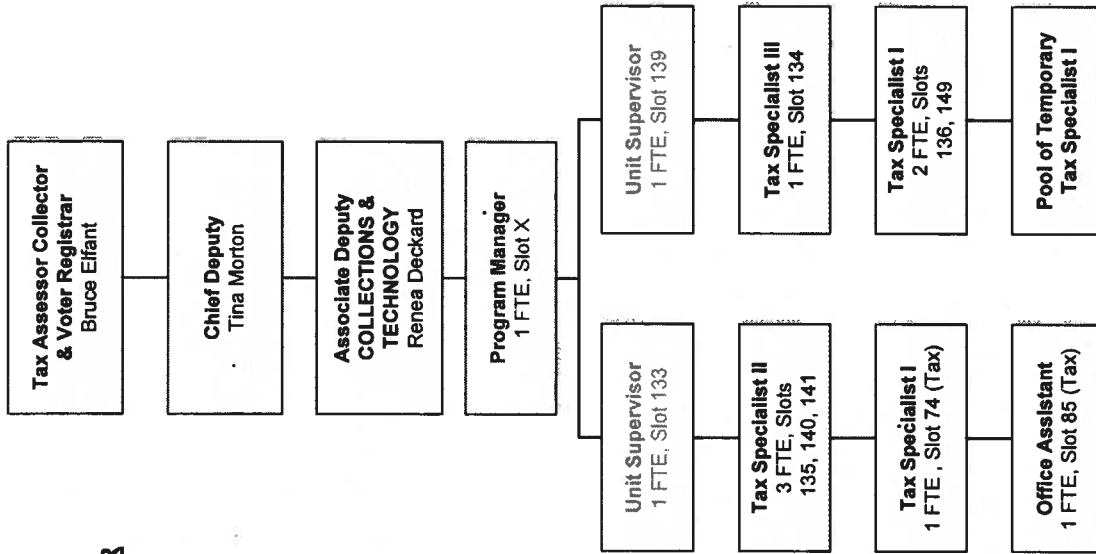
# JP COLLECTIONS YEAR 2

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION** SLOTS FUND CENTER  
Property Tax Collections . 85, 74 1080030001  
JP Collections ALL OTHERS 1080050001

FTE 10  
PTE 1  
**TOTAL** 11

Reclassification  
Create new position  
PT to FT



# PROPERTY TAX COLLECTIONS YEAR 2

**DEPT NAME**  
Tax Assessor/Collector

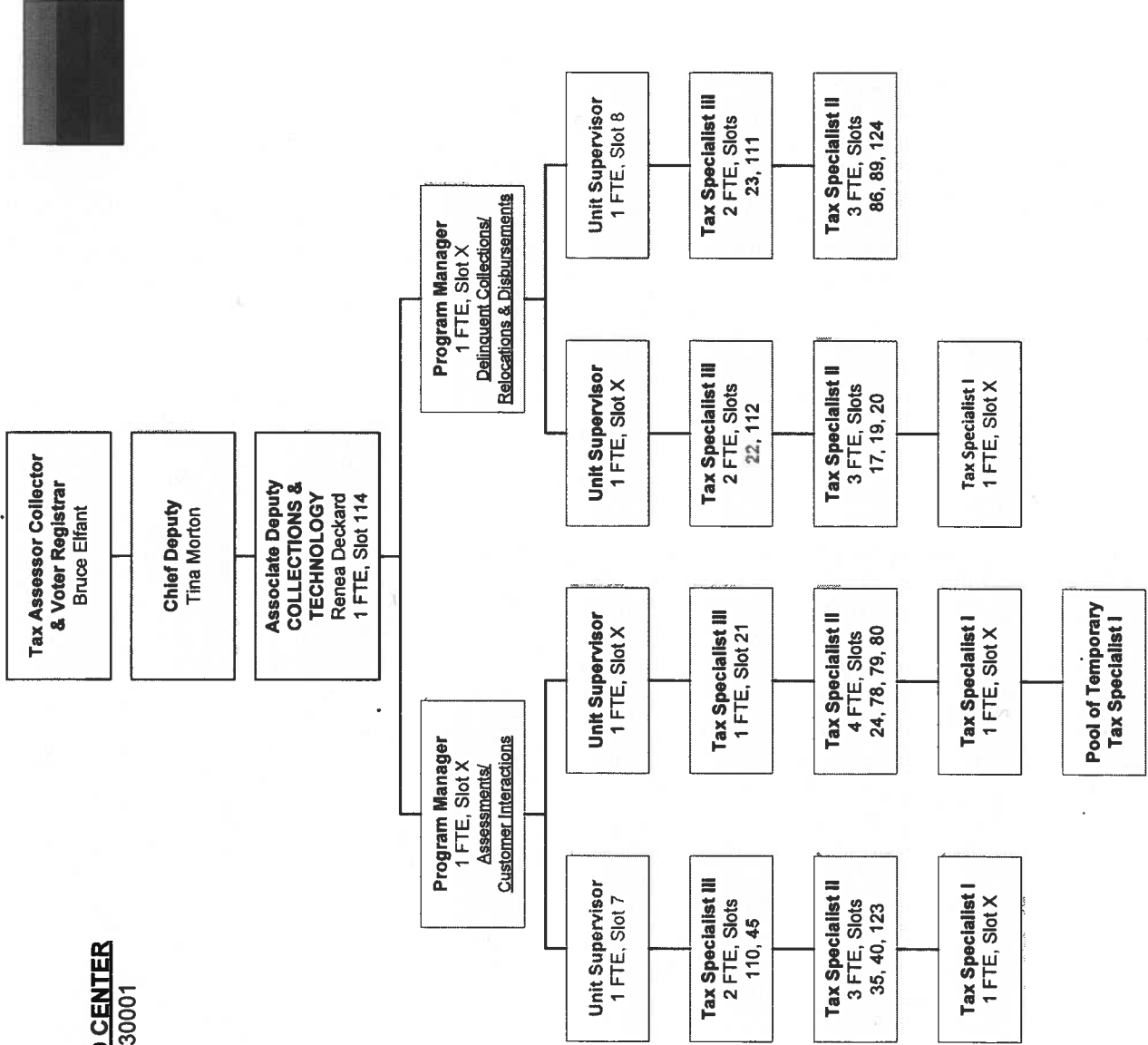
**DIVISION**  
Property Tax Collections

FTE 30  
PTE 0  

---

TOTAL 30

Reclassification  
Create new position  
PT to FT





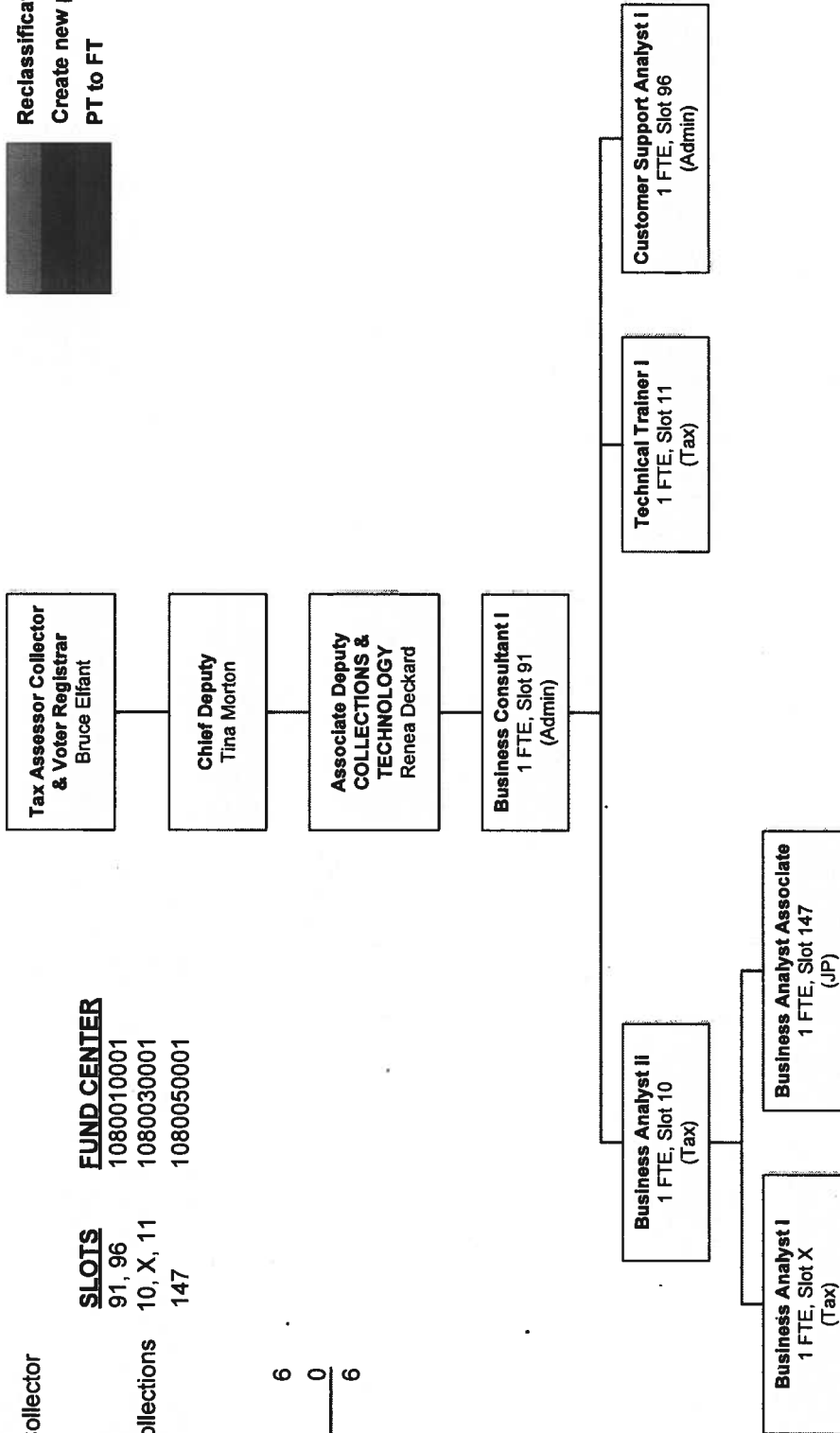
# INFORMATION TECHNOLOGY YEAR 2

**DEPT NAME**  
Tax Assessor/Collector

<b>DIVISION</b>	<b>SLOTS</b>	<b>FUND CENTER</b>
Administration	91, 96	1080010001
Property Tax Collections	10, X, 11	1080030001
JP Collections	147	1080050001

<b>FTE</b>	6
<b>PTE</b>	0
<b>TOTAL</b>	6

[REDACTED]  
 Reclassification  
 Create new position  
 PT to FT



# VOTER REGISTRATION YEAR 2

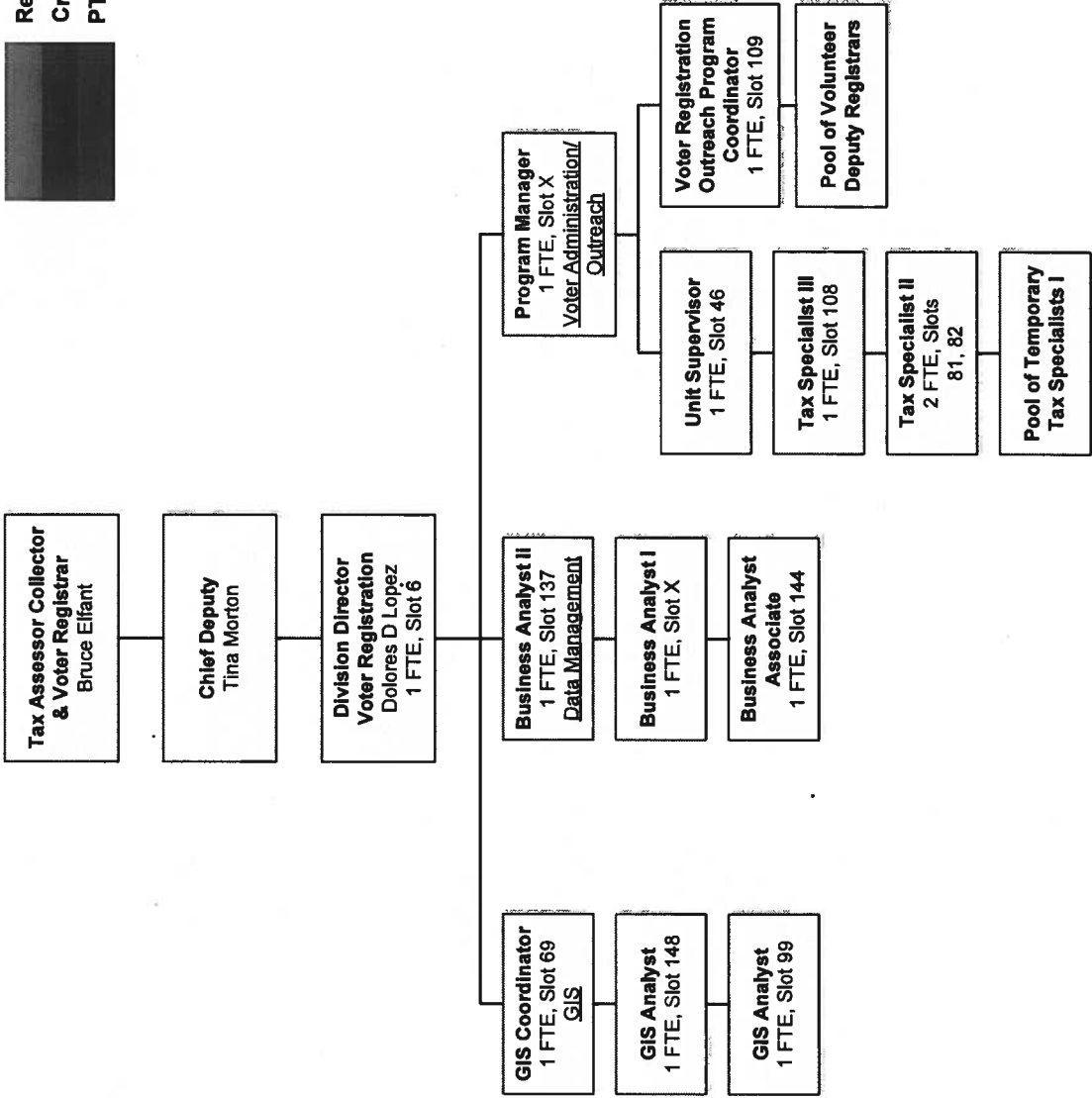
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Voters

**FTE** 13  
**PTE** 0  
**TOTAL** 13

**FUND CENTER**  
1080080001

**Reclassification**  
Create new position  
PT to FT



# MOTOR VEHICLES YEAR 2

**DEPT NAME**

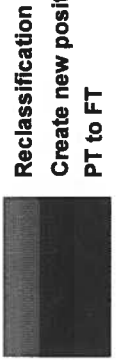
Tax Assessor/Collector

**DIVISION**

Motor Vehicles

**FUND CENTER**

1080070001

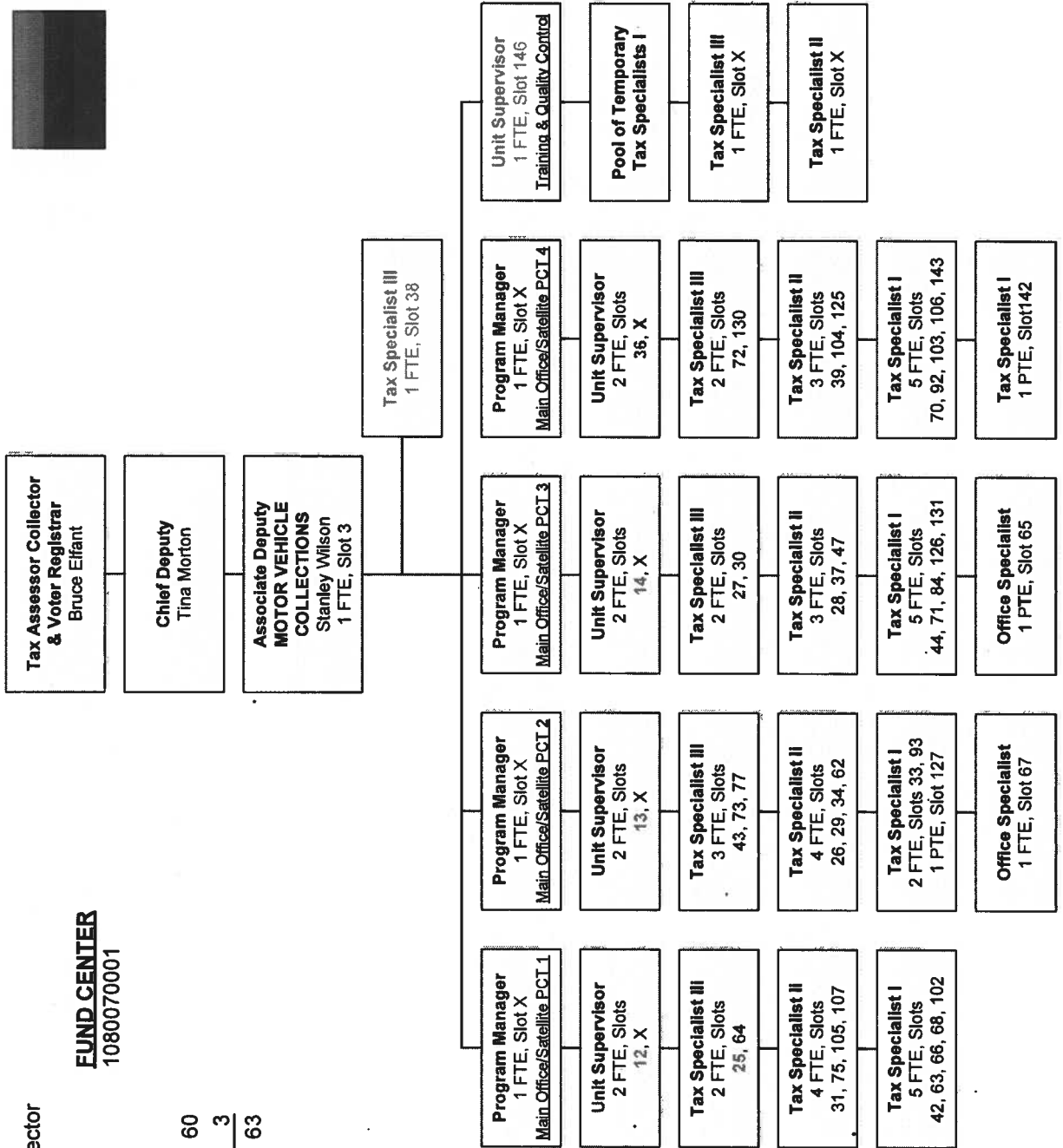


Reclassification

Create new position

PT to FT

FTE 60  
 PTE 3  
**TOTAL 63**



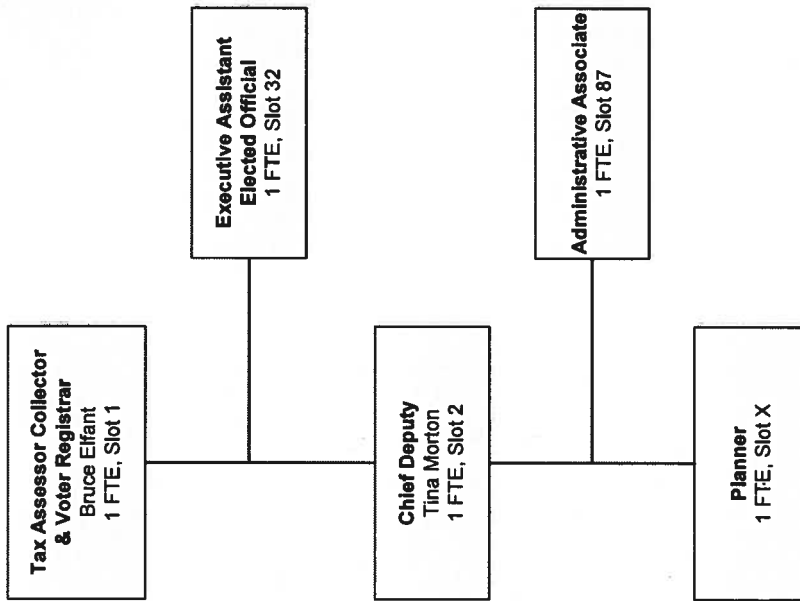
# ADMINISTRATION YEAR 3

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION** Administration  
**FUND CENTER** 1080010001

<b>FTE</b>	5
<b>PTE</b>	0
<b>TOTAL</b>	<u>5</u>

**Reclassification**  
Create new position  
PT to FT



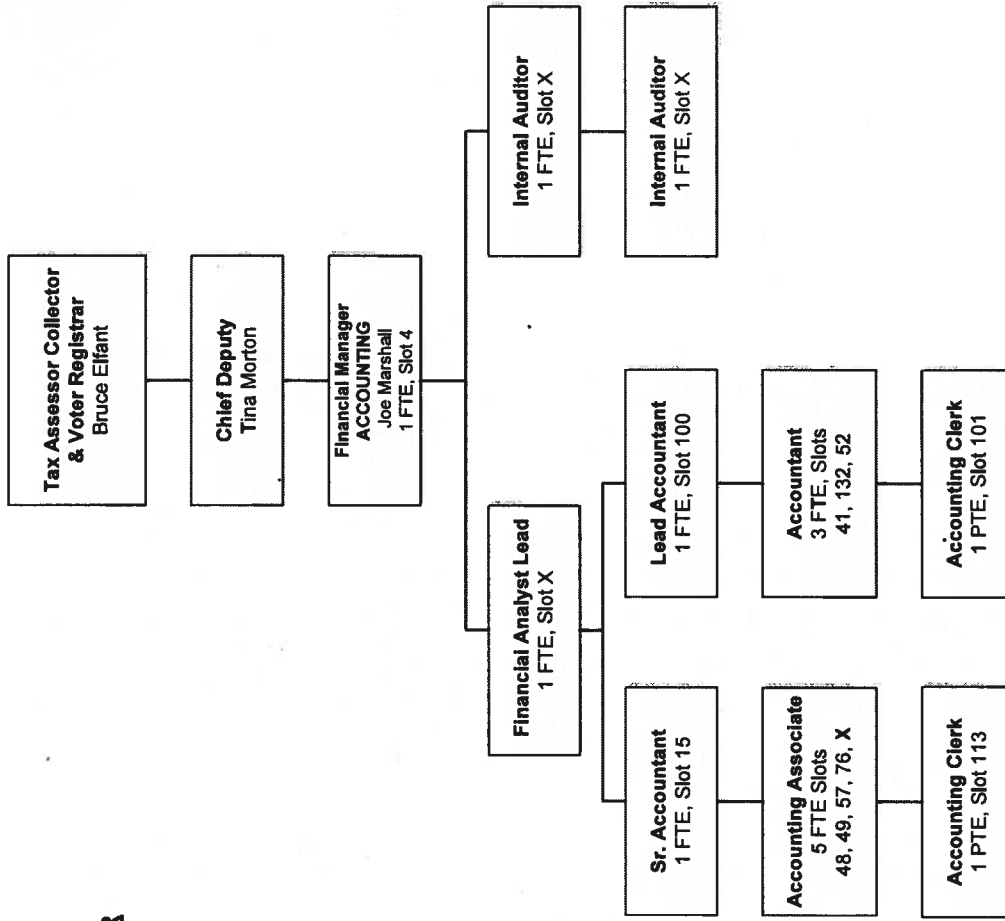
# ACCOUNTING YEAR 3

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION** Accounting  
**FUND CENTER** 1080090001

<b>FTE</b>	14
<b>PTE</b>	2
<b>TOTAL</b>	<u>16</u>

Reclassification  
Create new position  
PT to FT



# COMMUNICATIONS & TRAINING YEAR 3

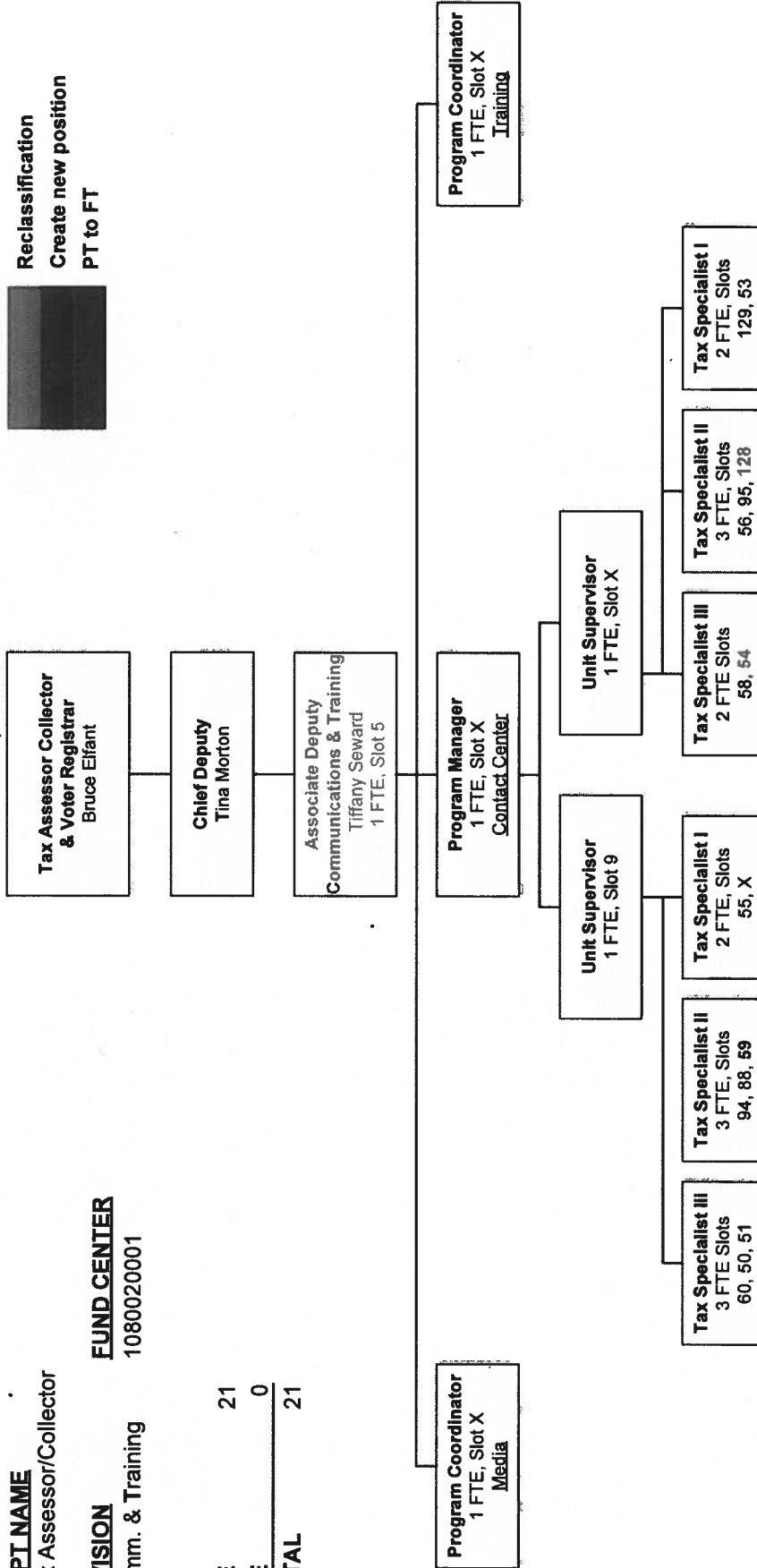
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Comm. & Training

**FUND CENTER**  
1080020001

**Reclassification**  
Create new position  
PT to FT

<b>FTE</b>	21
<b>PTE</b>	0
<b>TOTAL</b>	21



**COUNTY COURT AT LAW YEAR 3**

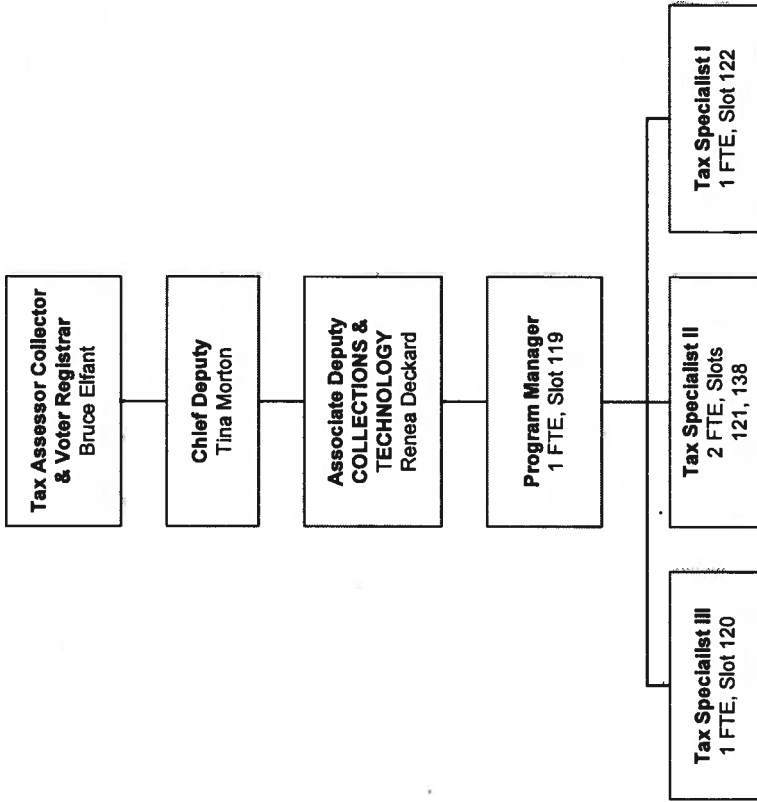
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Property Tax Collections

**FUND CENTER**  
1080040001

<b>FTE</b>	5
<b>PTE</b>	0
<b>TOTAL</b>	<u>5</u>

**Reclassification**  
Create new position  
PT to FT



# JP COLLECTIONS YEAR 3

Reclassification  
Create new position  
PT to FT



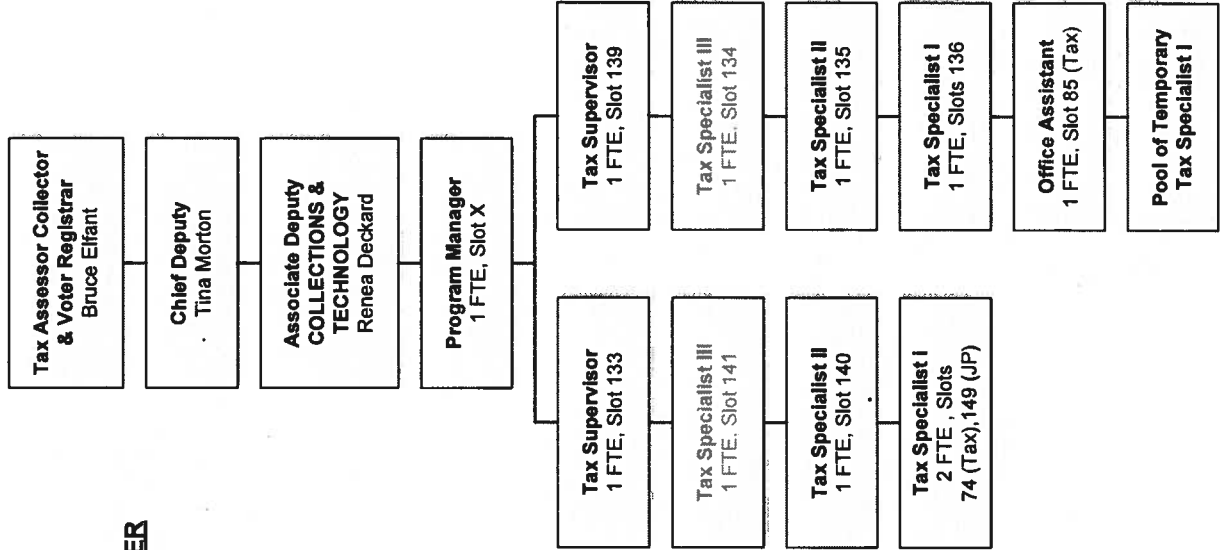
**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Property Tax Collections  
JP Collections

**SLOTS**  
85, 74  
ALL OTHERS 1080050001

**FUND CENTER**  
1080030001  
1080050001

FTE	10
PTE	1
<b>TOTAL</b>	<b>11</b>





# PROPERTY TAX COLLECTIONS YEAR 3

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Property Tax Collections

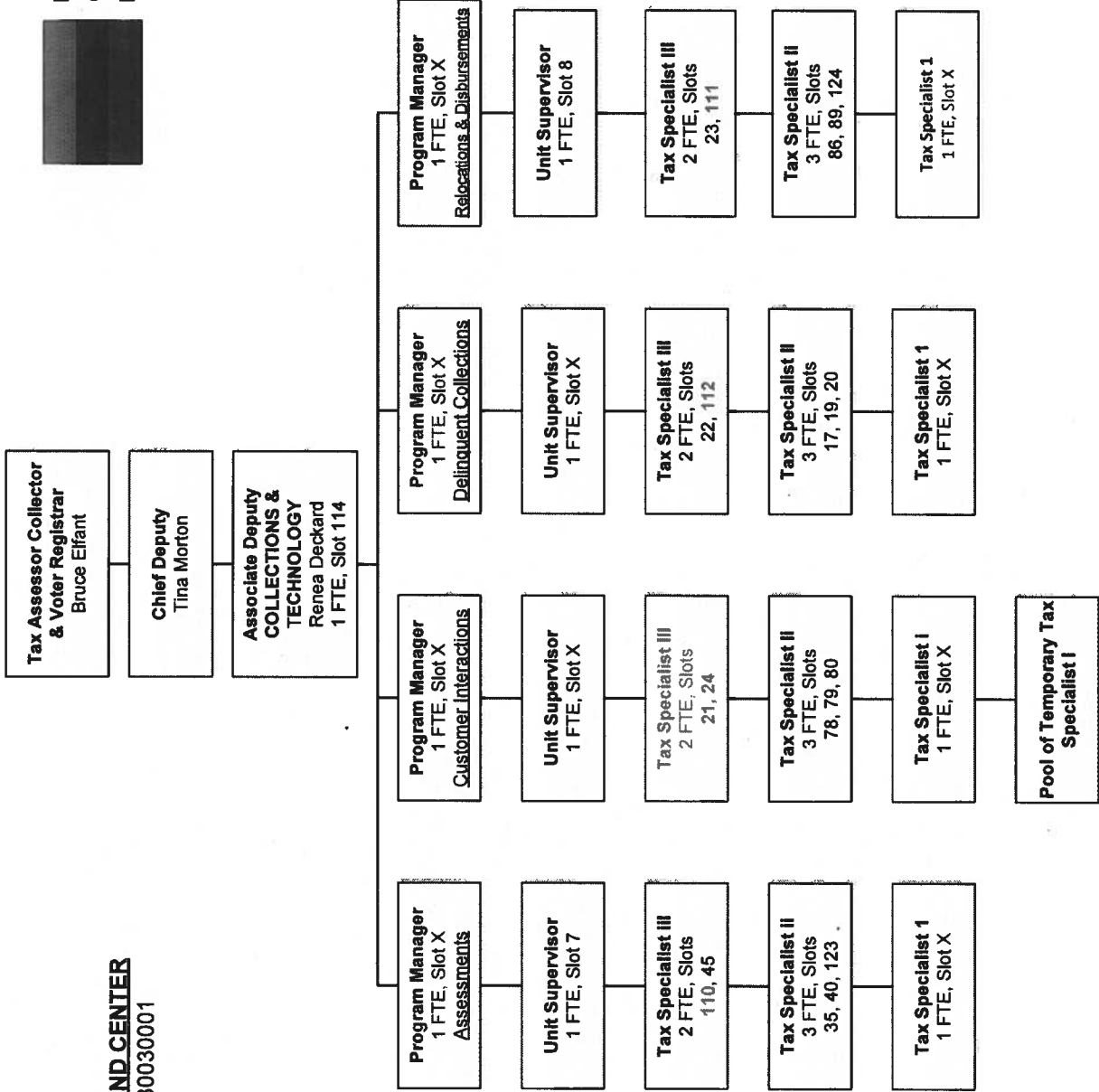
**FUND CENTER**  
1080030001

FTE 33  
PTE 0  

---

TOTAL 33

Reclassification  
Create new position  
PT to FT



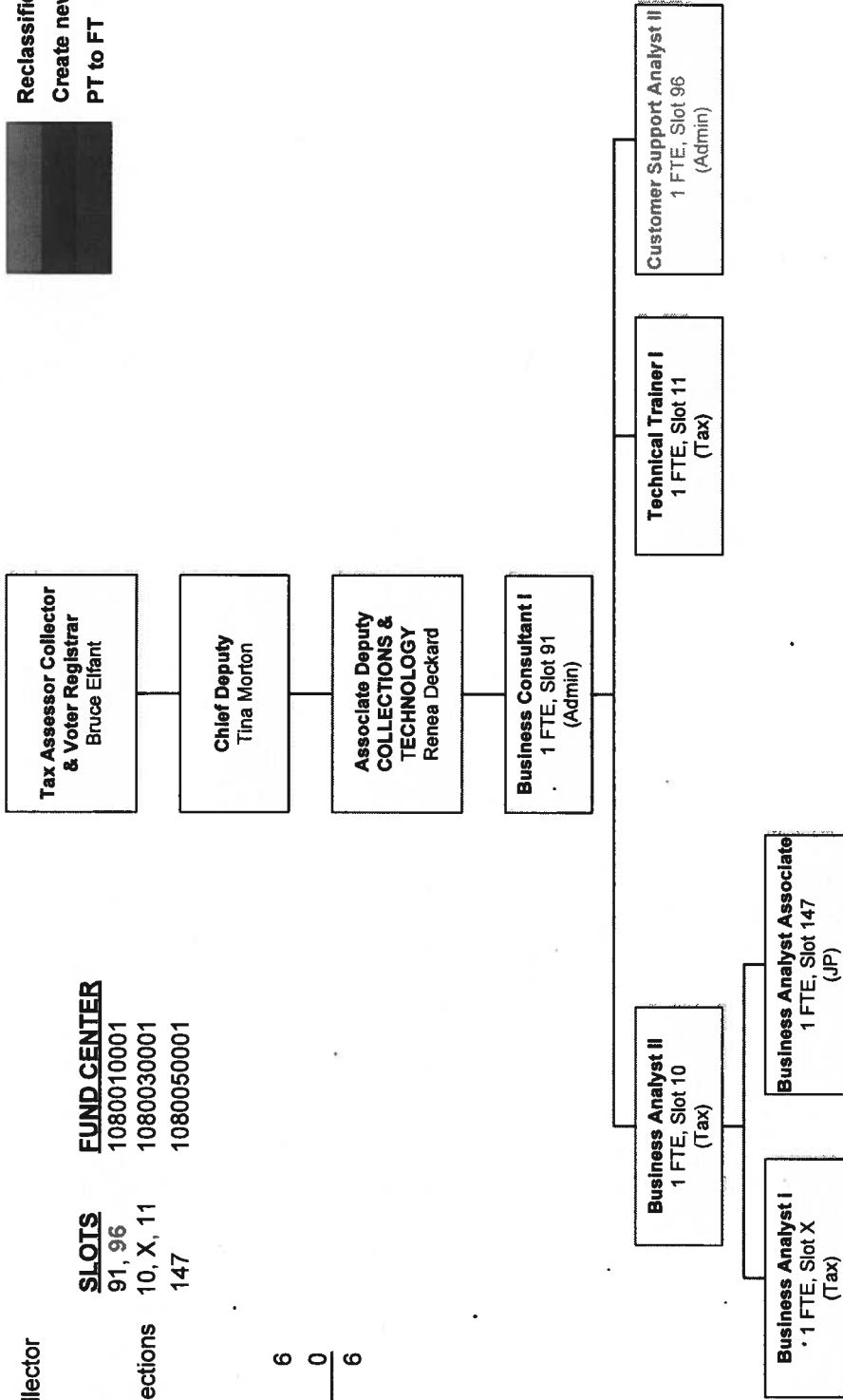
# INFORMATION TECHNOLOGY YEAR 3

**DEPT NAME**  
Tax Assessor/Collector

<b>DIVISION</b>	<b>SLOTS</b>	<b>FUND CENTER</b>
Administration	91, 96	1080010001
Property Tax Collections	10, X, 11	1080030001
JP Collections	147	1080050001

<b>FTE</b>	6
<b>PTE</b>	0
<b>TOTAL</b>	6

[REDACTED]  
**Reclassification**  
**Create new position**  
**PT to FT**



# VOTER REGISTRATION YEAR 3

**DEPT NAME**  
Tax Assessor/Collector

**DIVISION**  
Voters

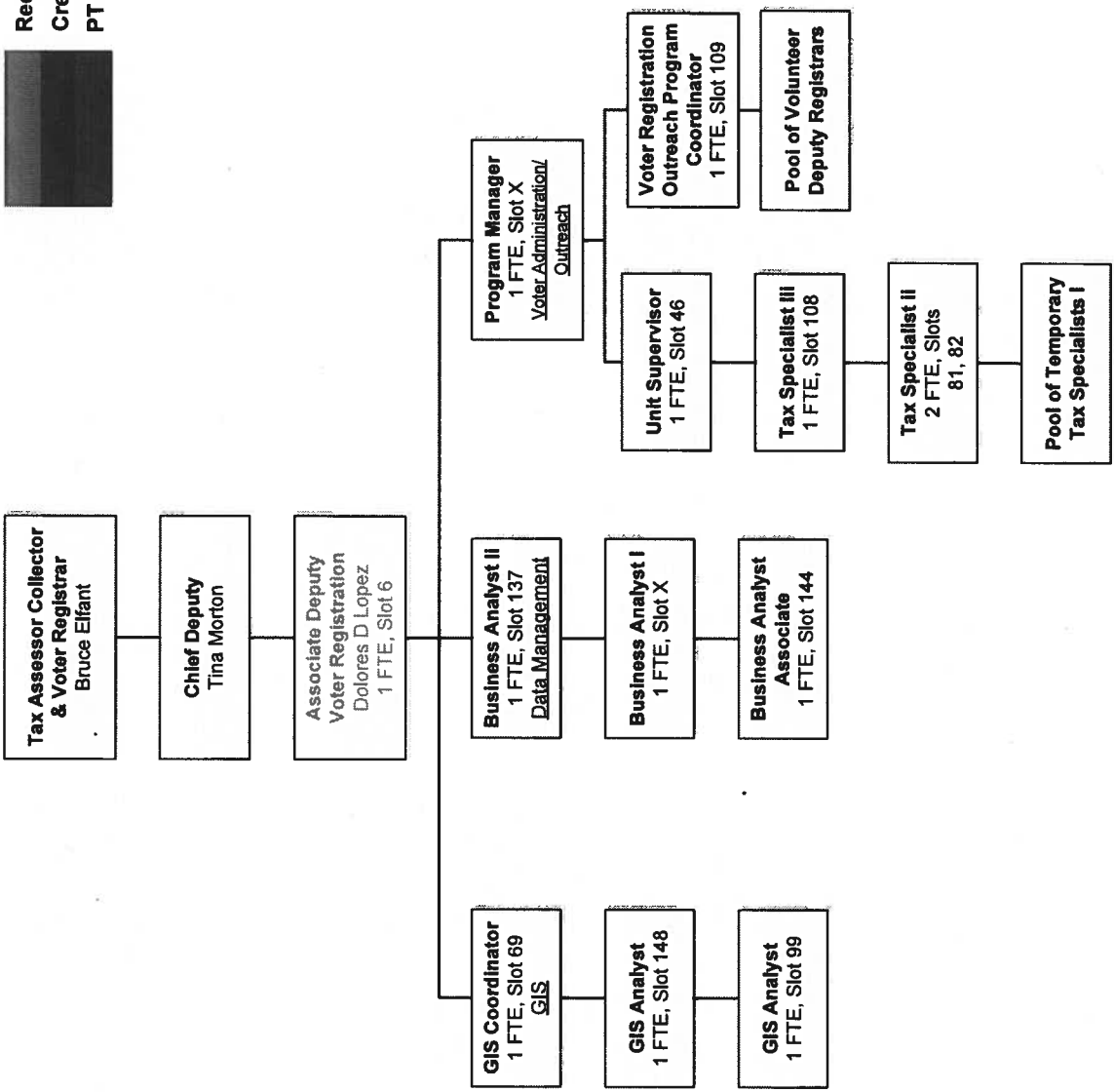
**FUND CENTER**  
1080080001

[REDACTED]     
 **Reclassification**  
**Create new position**  
**PT to FT**

**FTE**      13  
**PTE**      0  


---

**TOTAL**      13



# MOTOR VEHICLES YEAR 3

**DEPT NAME**

Tax Assessor/Collector

**DIVISION**

Motor Vehicles

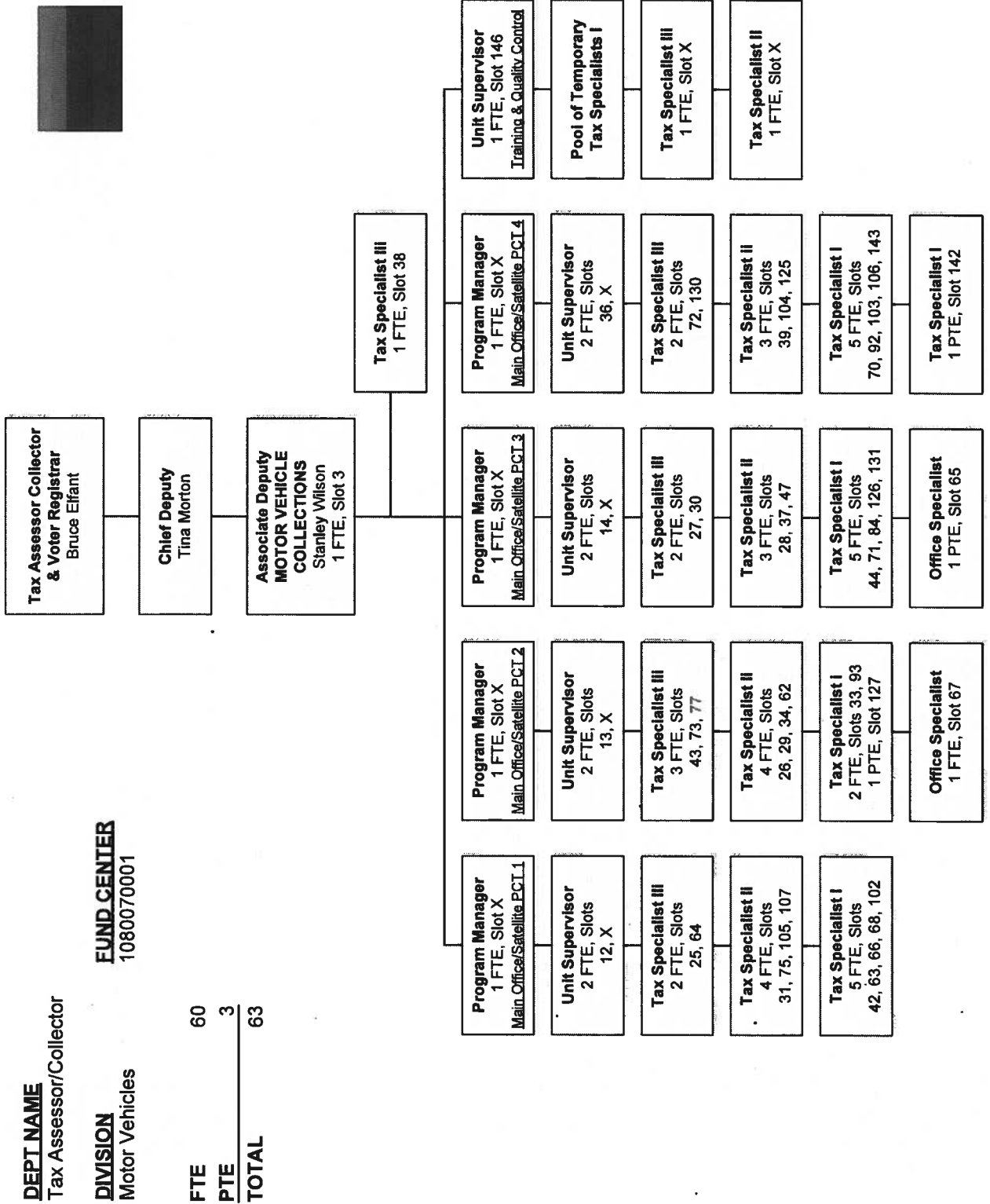
**EUND CENTER**

1080070001

Reclassification

Create new position

PT to FT



**Probate Court**

**Budget Hearing Back-Up**

**August 12, 2013**

# **ITEMS TO BE DISCUSSED BY PROBATE COURT**

- Assisted Outpatient Treatment (AOT)  
Program with ATCIC

**FY 2014 PRELIMINARY BUDGET**  
**Probate Court (125) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	1,769,368	10,497	1,779,865	-	1,779,865	9.50		
<i>FY 14 Target Programmatic Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Programmatic Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target PBO and Other Changes</i>								
Open Enrollment Health Adjustment	-	(10,497)	(10,497)		(10,497)		Removal of one-time open enrollment adjustment	
<b>Subtotal- Target PBO and Other Changes</b>	-	(10,497)	(10,497)		(10,497)	-		
<b>FY 14 Target Budget</b>	<b>1,769,368</b>	<b>-</b>	<b>1,769,368</b>	<b>-</b>	<b>1,769,368</b>	<b>9.50</b>		
<b>FY 14 Budget Submission</b>								
	<b>1,769,368</b>	<b>-</b>	<b>1,769,368</b>	<b>-</b>	<b>1,769,368</b>	<b>9.50</b>		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
TechShare Business Analyst II	86,628	2,000	88,628	4,389	93,017	1.00	Tech support staff highly recommended	7
New Copier	882	-	882	-	882	-	Lease differential between old and new copiers	10
<b>Subtotal- Prelim Programmatic Recommendations</b>	<b>87,510</b>	<b>2,000</b>	<b>89,510</b>	<b>4,389</b>	<b>93,899</b>	<b>1.00</b>		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Employee Medical Benefits	4,982	-	4,982	-	4,982	-		
Retirement Contributions	4,812	-	4,812	-	4,812	-		
<b>Subtotal- Prelim Compensation and Benefits Recommendations</b>	<b>9,794</b>	<b>-</b>	<b>9,794</b>	<b>-</b>	<b>9,794</b>	<b>-</b>		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Long Distance Budget to ITS	(620)	-	(620)	-	(620)	-	Centrally budgeting within ITS	
<b>Subtotal- Prelim PBO and Other Changes</b>	<b>(620)</b>	<b>-</b>	<b>(620)</b>	<b>-</b>	<b>(620)</b>	<b>-</b>		
<b>FY 14 Preliminary Budget</b>	<b>1,866,052</b>	<b>2,000</b>	<b>1,868,052</b>	<b>4,389</b>	<b>1,872,441</b>	<b>10.50</b>		
<i>Total Changes</i>								
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	96,684	(8,497)	88,187	4,389	92,576	1.00		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	96,684	2,000	98,684	4,389	103,073	1.00		

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

	Ongoing Total	One-Time Total	Personnel/ Operating Total	Capital	Total Requested	FTE	PBO Comments	Page #
<i>Budget Requests</i>								
Second Computer Monitors	\$ -	\$ -	\$ -	\$ 2,254	\$ 2,254	0.00	Dept found internal solution in FY 13	9
Assisted Outpatient Treatment	\$ 1,318,452	\$ 87,025	\$ 1,405,477	\$ 16,295	\$ 1,421,772	2.00	Resources limited in FY 14; project needs further research	11
<b>Total Unfunded Budget Requests</b>	<b>\$ 1,318,452</b>	<b>\$ 87,025</b>	<b>\$ 1,405,477</b>	<b>\$ 18,549</b>	<b>\$ 1,424,026</b>	<b>2.00</b>		





**FY 2014 PRELIMINARY BUDGET  
Probate Court (125) - Judiciary Fee Fund (0124)**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	207,208	175,499	382,707	-	382,707	2.50		
<i>FY 14 Target Programmatic Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Programmatic Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target PBO and Other Changes</i>								
Open Enrollment Health Adjustment	-	(6,275)	(6,275)		(6,275)		Reversal of one-time open enrollment adjustment	
<b>Subtotal- Target PBO and Other Changes</b>	-	(6,275)	(6,275)	-	(6,275)	-		
<b>FY 14 Target Budget</b>	<b>207,208</b>	<b>169,224</b>	<b>376,432</b>	<b>-</b>	<b>376,432</b>	<b>2.50</b>		
<b>FY 14 Budget Submission</b>	<b>207,208</b>	<b>169,224</b>	<b>376,432</b>	<b>-</b>	<b>376,432</b>	<b>2.50</b>		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
None	-	-	-	-	-	-	None submitted by department	14
<b>Subtotal- Prelim Programmatic Recommendations</b>	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Employee Medical Benefits	1,311	-	1,311		1,311	-		14
Retirement Contributions	806	-	806		806	-		14
<b>Subtotal- Prelim Compensation and Benefits Recommendations</b>	<b>2,117</b>	<b>-</b>	<b>2,117</b>	<b>-</b>	<b>2,117</b>	<b>-</b>		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Remove FY 13 Allocated Reserves	-	(169,224)	(169,224)		(169,224)	-		
Add FY 14 Allocated Reserves	-	147,310	147,310		147,310	-	Remainder of revenue estimated by Auditor held in Allocated Reserve	14
<b>Subtotal- Prelim PBO and Other Changes</b>	<b>-</b>	<b>(21,914)</b>	<b>(21,914)</b>	<b>-</b>	<b>(21,914)</b>	<b>-</b>		
<b>FY 14 Preliminary Budget</b>	<b>209,325</b>	<b>147,310</b>	<b>356,635</b>	<b>-</b>	<b>356,635</b>	<b>2.50</b>		
<i>Total Changes</i>								
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	2,117	(28,189)	(26,072)	-	(26,072)	-		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	2,117	(21,914)	(19,797)	-	(19,797)	-		

**FY 2014 PRELIMINARY BUDGET**  
**Probate Court (125) - Probate Guardianship Fund (0132)**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	79,000	154,405	233,405	-	233,405	-		
<i>FY 14 Target Programmatic Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Programmatic Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	-	-	-	-	-	-		
<i>FY 14 Target PBO and Other Changes</i>								
One-Time Operating Expenditure (Allocated Reserve)	-	(154,405)	(154,405)	.	(154,405)		Removal of one time operating budget for allocated reserve	
<b>Subtotal- Target PBO and Other Changes</b>	-	(154,405)	(154,405)	-	(154,405)	-		
<b>FY 14 Target Budget</b>	<b>79,000</b>	<b>-</b>	<b>79,000</b>	<b>-</b>	<b>79,000</b>	<b>-</b>		
<hr/>								
<b>FY 14 Budget Submission</b>	<b>79,000</b>	<b>-</b>	<b>79,000</b>	<b>-</b>	<b>79,000</b>	<b>-</b>		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
None	-	-	-	-	-	-	None requested by department	15
<b>Subtotal- Prelim Programmatic Recommendations</b>	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Prelim Compensation and Benefits Recommendations</b>	-	-	-	-	-	-		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Allocated Reserves	-	223,274	223,274		223,274	-	Remainder of revenue estimated by Auditor held in Allocated Reserve	15
<b>Subtotal- Prelim PBO and Other Changes</b>	-	<b>223,274</b>	<b>223,274</b>	-	<b>223,274</b>	-		
<b>FY 14 Preliminary Budget</b>	<b>79,000</b>	<b>223,274</b>	<b>302,274</b>	-	<b>302,274</b>	-		
<i>Total Changes</i>								
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	-	68,869	68,869	-	68,869	-		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	-	223,274	223,274	-	223,274	-		

**FY 2014 BUDGET REQUEST ANALYSIS**

**Req #4: Assisted Outpatient Treatment (Involuntary Civil Mental Health Commitment)  
Fund: General Fund**

	<b>FY 14 Request</b>	<b>PBO Recommendation</b>	<b>FY 15 Cost</b>
<b>FTEs</b>	<b>2.00</b>	<b>0</b>	
<b>Personnel</b>	<b>\$129,684</b>	<b>\$0</b>	
<b>Operating</b>	<b>\$1,275,793</b>	<b>\$0</b>	
<b>Subtotal</b>	<b>\$1,405,477</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$16,295</b>	<b>\$0</b>	
<b>Total Request</b>	<b>\$1,421,772</b>	<b>\$0</b>	<b>\$0</b>

***Dept. Summary of Request:***

The proposed assisted outpatient treatment (AOT) program is an involuntary civil mental health commitment program designed for individuals who are chronically not voluntarily compliant with psychiatric treatment. Modeled after programs in Bexar County, Dallas County, and in other states, this program is designed to treat persons with mental illness as outpatients rather than in more expensive hospital or criminal justice settings, saving taxpayer money while also better serving a subset of individuals with mental illness. By identifying people at risk of these patterns and having Austin Travis County Integral Care (ATCIC, formerly MHMR) offer supportive wrap-around services in collaboration with the Probate Court, more individuals with mental illness can live in the community in normative environments rather than perpetuating a cycle of institutionalization and arrest. The AOT program would involve active collaboration among multiple County departments and ATCIC.

***PBO Recommendation:***

This request aims to establish a new program to provide intensive, comprehensive case management and psychiatric services to individuals ordered for treatment by the Probate Court. The AOT program would involve collaboration by the Probate Court, County Attorney, County Clerk, and Sheriff's Department. The Probate Court requests \$129,684 for 2.0 FTE to staff the program, as summarized below:

- 1.0 FTE – Court Services Management Administrative Coordinator
- 0.5 FTE – Associate Judge
- 0.5 FTE – Attorney II Mental Health Public Defender

In addition, Austin Travis County Integral Care (ATCIC) submitted a cost proposal of \$1,262,793 for staff and operating costs, including a 12.61% indirect cost rate. The Probate Court also requested \$13,000 in one-time expenses for retrofitting and furnishing the proposed program's office space and \$16,295 in ITS infrastructure.

This request was submitted for consideration last year. At that time, PBO recommended that the department address the following items in preparation for a future year budget request. The Probate Court submitted the following additional information in its FY 14 budget submission:

**Documentation of cross-departmental planning and a summary of the full costs of the program**—The Probate Court submitted the following details delineating the responsibilities of and anticipated costs within collaborating departments:

Dept.	Responsibility	Requested Resources
Probate Court	The Probate Judge will have general oversight over the program; Court Administrator and Associate Judge also involved.	\$129,684 ongoing for 2.0 FTE; \$29,295 in one-time operating and capital expenditures.
County Attorney	An Assistant County Attorney assigned to the mental health docket in FY 13 will participate in all AOT Court proceedings.	No further requests in FY 14.
County Clerk	A Court Clerk will process paperwork for all initial court hearings and any subsequent hearings; no additional staff would be needed.	None; Probate Court does not expect workload to increase – only content of orders will change.
Sheriff	Mental Health Unit Deputies could be called to work with clients in the AOT program; no additional Deputies would be needed.	None; Probate Court does not expect workload to increase.
ATCIC (External)	Intensive, comprehensive case management services.	\$1,188,768 ongoing and \$74,025 one-time staff and operating costs.

The Probate Court has collaborated with partner departments to present a more thorough assessment of needs specific to this request at this time. In the future, other departments could request resources beyond those listed above if this program is pursued.

**Identification and quantification of space needs and costs**—The Probate Court submitted a space assessment in collaboration with FMD which found that there is no available space for this program in the Heman Marion Sweatt (HMS) Courthouse. FMD suggested the possibility of the AOT program moving into the nearby University Savings Building (USB), which would have office space available on the 2nd floor if the Wellness Clinic moves to the Rusk Building in 2014. FMD’s estimated cost of remodeling this space for the AOT program is \$8,000, which the Probate Court included in its budget submission. However, Commissioners Court has not yet approved the Wellness Clinic’s move to the Rusk Building. PBO and FMD are evaluating better potential locations for the Clinic. Additionally, even if space in the USB becomes available, PBO recommends that the AOT program not share the 2nd floor with Counseling and Education Services (CES) without appropriate tenant separation. This separation would result in additional expenses not included in FMD’s proposal.

**An examination of the expected benefits of the program**—The Probate Court’s proposal is designed with a low case load allowing intensive supports, similar to an Assertive Community Treatment Team. This means a case load of 10:1 to ensure program effectiveness. The Probate Court states that rental subsidies for participants comprise a critical element of the program, as homelessness is among the top challenges leading to frequent use of emergency services and

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psychiatric inpatient care. The department estimates that half of all 90 day outpatient commitments will require rent support to prevent homelessness. Rental subsidies are an important component of this proposed program, and could lead to a decrease in the target population's reliance on emergency services.

PBO concurs with the department that intensive support for potential participants is critical to the program's success. PBO also agrees that preventative services such as those discussed in this request may cost taxpayers less in the long term, given that this population is currently treated in hospitals and/or criminal justice settings.

PBO agrees with the premise that the provision of rental subsidies for program participants could be offset by a decrease in emergency services expenditures. However, further analysis of the other critical program components is needed to determine the most efficient and effective way to begin a program of this scope. It is unclear if the estimated ongoing program costs of \$1,318,452 would eventually lead to a corresponding decrease in expenditures on emergency services and psychiatric inpatient care. PBO recommends a comparative analysis of the reach, effectiveness, funding structure, and overall success of existing programs in Bexar and Dallas Counties. This information could assist in estimating any expected County savings upon AOT program implementation. Further evaluation on the front end is recommended before committing limited County funds to the project.

Legal guidance is also needed to determine if the program could receive resources from the State of Texas Medicaid Transformation Waiver under Section 1115 of the Social Security Act. This waiver could reimburse ATCIC for its portion of program costs – \$1,262,793 – if the organization and these specific expenditures are determined to be eligible. It is PBO's understanding that the Probate Judge discussed this possibility with ATCIC, but it is unclear if this question has been fully resolved.

***Budget Request Performance Measures:***

<b>Description</b>	<b>Actual FY 12 Measure</b>	<b>Revised FY 13 Projected Measure</b>	<b>Projected FY 14 Measure at Target Budget Level</b>	<b>Revised FY 14 Measure with Additional Resources</b>
Reduction in psychiatric bed use by those in the program	n/a	n/a	n/a	10% decrease for those in program

***Additional Comments:***

This program would not have a direct effect on any of the Court's current performance measures or service levels, but it would lead to additional options for mental health patients. Funding this request would result in those patients spending more time in the community – outside hospitals – which would make more mental health beds available (and will reduce the risk that ATCIC will be assessed fees for exceeding its state hospital allocation).

**Proposed Budget for Assisted Outpatient Treatment Team  
Austin Travis County Integral Care**

<b>Pos Type</b>	<b>GL</b>	<b>TITLE</b>	<b>Annual Salary Budget</b>	<b>BUDGET FTE</b>	<b>ANNUALIZED CURRENT BUDGET</b>
<b>Salary Expense by Position</b>					
Staff:	81210	Team Leader	65,000	1.0000	65,000
Staff:	81210	Master's Level Clinician	53,000	4.0000	212,000
Staff:	81210	Community Support Specialist	35,000	1.0000	35,000
Staff:	81210	Registered Nurse	55,000	1.0000	55,000
Staff:	81210	Psychiatrist	170,368	0.2500	42,592
Staff:	81210	Relief Interpreter	101,234	0.4000	40,494
Staff:	81210	Administrative Support	28,000	1.0000	28,000
	81240	On-Call Pay for 5 Staff @\$140/month			8,400
<b>Total Staff</b>				<b>8.6500</b>	<b>486,486</b>

<b>Benefits Expense</b>					
	81370	FICA			37,216
	81381	Health Insurance			41,745
	81382	Dental Insurance			1,007
	81385	EAP			322
	81390	Insurance Other			1,265
	81391	SUTA			3,600
	81392	Worker's Compensation			2,014
	81393	Retirement Benefits			21,892
	<b>Subtotal Benefit Expense</b>				<b>109,061</b>

<b>Other Expenditures</b>					
	81410	In Region Travel			5,040
	81510	Medication			96,000
	81570	Office Supplies			1,384
	81580	Duplication Supplies			4,325
	81760	Interpreter Services for the Deaf			47,400
	81910	Copier Rental/Maint			6,000
	81941	Hardware/Software Maint Alloc 38 FTE x\$469			3,869
	82110	Building Rental			11,418
	82127	Building Repairs/Maintenance			236
	82130	Building Security			279
	82131	Fire Equipment			177
	82132	Pest Control			118
	82133	Locksmith Services			39
	82140	Janitorial Costs			1,469
	82210	Electricity/Water			1,752
	82230	Waste/Garbage Disposal			45
	82311	Telephone Line/Tone/Maint @\$490 per FTE			4,043

82312	Fax Lines			730
82318	Mobile Phones - Airtime @\$38 per FTE			3,762
82319	Cell Phone Allowance @\$35 per FTE			3,465
82360	Internet Direct Connect @ \$47 per FTE			388
82410	Property Insurance			179
82420	Gen professional Liab @ \$68 per FTE			561
82520	Vehicle - Gas & Oil			5,150
82530	Vehicle Insurance			2,400
83420	Psychiatrist - Conv WS/Travel			500
83710	Psychiatrist - Dues & Mmbrshps			250
83720	Psychiatrist - Lisc./Permits			125
83730	Psychiatrist - Subs & Pubs			125
84131	Client Rent Subsidies			168,000
84160	Bus/Taxi Fare			2,585
	Contract - Assist Client with Benefit Assist.			80,000
//////	<b>Total Other Expenditures</b>	//////	//////	<b>451,814</b>
//////	<b>Subtotal Ongoing Expenses</b>	//////	//////	<b>1,047,361</b>

**One-Time Expenditures**

81825	Computer Hdwe/Sfwr Purchases			14,025
81840	Vehicle - Purchase 2 cars @ \$30,000			60,000
//////	<b>Subtotal One Time Expenditures</b>	//////	//////	<b>74,025</b>

<b>Sub-Total Operation &amp; One-Time</b>			<b>1,121,386</b>
<b>Indirect Rate</b>	<b>12.61%</b>		<b>141,407</b>
<b>Annual Budget</b>			<b>1,262,793</b>

**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Assisted Outpatient Treatment (involuntary civil mental health commitment)	4
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Mental Health	
<b>Funds Center:</b>	1250010001	
<b>Total Amount of Request:</b>	\$1,421,772	
<b>Collaborating Departments/Agencies:</b>	County Attorney County Clerk Sheriff's Department Facilities Management Austin Travis County Integral Care (ATCIC)	
<b>Contact Information (Name/Phone):</b>	Guy Herman (854-9258); Christy Nisbett (854-9559)	

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

The assisted outpatient treatment (AOT) program is an involuntary civil mental health commitment program designed for individuals who are chronically not voluntarily compliant with psychiatric treatment. Modeled after programs in Bexar County, Dallas County, and in other states, this program is designed to treat persons with mental illness as outpatients rather than in more expensive hospital or criminal-justice settings, saving taxpayer money while also better serving a subset of individuals with mental illness.

**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.**

Modeled after successful programs in Bexar County, Dallas County, and in other states, the assisted outpatient treatment (AOT) commitment program is a civil court-ordered program designed for individuals who are chronically not voluntarily compliant with psychiatric treatment. This program provides intensive, comprehensive case management and psychiatric services to individuals ordered for treatment by the Probate Court, as well as weekly staffings with the judge, and rent subsidies when needed.

Eligibility for the program focuses on

- \* clients who have a history of noncompliance with psychiatric treatment
- \* clients who have a history of repeated hospitalizations
- \* clients who have a history of repeated incarcerations
- \* clients who are frequent 911 callers
- \* clients are typically priority population (bipolar, schizophrenia, schizoaffective, MDD)

Assisted outpatient treatment can be an intervention that interrupts cycles of high use of services in emergency departments, psychiatric inpatient care, and 911 calls. By identifying people at risk of these patterns and having Austin Travis County Integral Care offer supportive wrap-around services in collaboration with the probate court, we can begin to establish more people in the community in normative environments rather than perpetuating a cycle of institutionalization and arrest.



The AOT program would involve active collaboration among multiple Travis County Departments and Austin Travis County Integral Care (ATCIC, formerly MHMR).

Current staff from the following County departments would be involved with the program:

- Probate Court. The Probate Judge will have general oversight over the AOT program, and the Court Administrator and Associate Judge will be involved with the program.
- County Attorney. An assistant county attorney will participate in all AOT Court proceedings. No additional county attorney staff will be needed for this program because a second fulltime county attorney was assigned to the mental health docket in FY13.
- County Clerk. A court clerk will process paperwork for (1) all initial court hearings when a client is ordered into the AOT program and (2) any subsequent hearings when an AOT order is modified. No additional staff would be needed because the workload will not be higher if this program is in place; the difference will be in the content of the pleadings and orders.
- Sheriff's Department. Mental health deputies could be called to work with clients in the AOT program. No additional deputies would be needed because the workload should be lower, not higher, if this program is in place.

The AOT program would require hiring the following additional County staff in the Probate Court:

- 1 FTE Court Services Management Admin Coord. This individual would serve as the AOT Program Coordinator.
- .5 FTE Associate Judge. Would preside over weekly staffings with clients and monitor each client's progress and compliance with treatment and court order.
- .5 FTE Attorney II Mental Health Public Defender. Would represent all clients throughout the AOT process, including attending all staffings.

The intensive, comprehensive case management services would be provided by ATCIC, and the proposal includes funding for all of these services. In addition to other costs managed by ATCIC (including needed rent subsidies), the County would fund staff at ATCIC:

- 1 team leader
- 4 master level clinicians
- 1 registered nurse
- .25 FTE psychiatrist
- 1 community support specialist
- 1 administrative support person
- .4 FTE relief interpreter and funded hours for deaf interpreters

The AOT proposal is designed with a low case load allowing intensive supports similar to an Assertive Community Treatment Team. Most commonly, this means a case load of 10:1. A team leader is critical to address resource use and perhaps most importantly, to coordinate with the probate court and insure the highest level of oversight. Four masters level clinicians will carry the bulk of the case work leading to a rolling case load of 40 people placed on outpatient commitment. The high level of need for psychiatric services will be addressed with one full time

RN and a 25% time psychiatrist. ATCIC proposes employing one community support specialist, Bachelor's level, to complement the work of the team in the community.

Residential support in the form of rent for appropriate living settings is critical. As data from the Mental Health Task Force reveals, homelessness and substance use are the two critical challenges leading to frequent use of emergency services and psychiatric inpatient care. We estimate that for each 90 day outpatient commitment, about 50% will require rent support to prevent literal homelessness. That is, 20 people in the program in any 90 period will require this subsidy. Therefore,  $20 \times 365 = 7300$  days of rent support or 243 months of same. Finally, to efficiently provide outreach and support in the community, two vehicles are critical so that staff may be more effective.

The request also includes one-time requests for facilities, ITS equipment (and possible infrastructure costs, depending on facilities used), office equipment, furniture, and supplies. Both ATCIC and the Austin State Hospital have offered space for the weekly staffings with the judge, so the County will not need to find courtroom space. And the .5 FTE mental health defense attorney can share office space at the Austin State Hospital with current Probate Court mental health defense attorneys.

Argument in favor: It costs less taxpayer money to treat persons with mental illness in settings other than hospitals and criminal-justice settings, and doing so better serves these individuals.

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

**Anticipated outcome:** Program will decrease use of psychiatric beds by 10% for those involved in the AOT program.

**Proposed timeline:**

FY 14: Q1 ----- hire staff, set up processes with ATCIC, first 10 individuals enrolled (minimum) and Facilities prepares offices for 1.5 FTE Probate Court employees

Q2 ----- add 10 new individuals to AOT program (minimum)

Q3 & 4----- add 10 new individuals per quarter (minimum)

FY 15 & beyond:---- 80 individuals treated under the AOT program annually (estimated average)

**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 program will be measured and evaluated by monitoring use of psychiatric inpatient beds pre- and post- involvement in AOT program. There is no independent evaluation component. There are no similar programs locally. There are similar programs in Bexar County and Dallas County, but no comparative analysis at present.

**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
Reduction in psychiatric bed use by those in the program	n/a	n/a	n/a	10% decrease for those in program

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<b>5b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:</b>			
The impact of funding the request will not directly affect any of the court's <b>current</b> performance measures or service levels, but funding the request will lead to additional options for mental-health patients. Funding this request will result in longer time in the community – outside hospitals – for patients in the program. That will make more mental health beds available (and will reduce the risk that ATCIC will be assessed fees for exceeding its state hospital allocation).			
<b>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.</b>			
The impact of not funding the request will not directly affect any statutory/mandated requirements or program outcomes for the Probate Court. (If this proposal is not funded, ATCIC has a higher risk of paying penalties to the Department of State Health Services for exceeding its state hospital allocation.)			
<b>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.</b>			
<p><b>Collaboration.</b> This proposal has been discussed at length with other departments/agencies that would be involved with the program and with support departments. Section 2 above refers to ways the departments and agencies would collaborate to ensure success of the proposal.</p> <ul style="list-style-type: none"> <li>• ATCIC –David Evans and Dr. Jim Van Norman, 447-4141</li> <li>• County Attorney's office – David Escamilla and Barb Misle, 854-9649</li> <li>• County Clerk's office – David Ferris, 854-4893</li> <li>• Sheriff's Department –Major Phyllis Clair, 854-9770</li> <li>• Facilities – Jim Barr, 854-9190 (for office costs for 1.5 FTE in Probate Court)</li> <li>• ITS – Trey Wallace, 854-4385 (collaboration for infrastructure costs, if any; ITS can't estimate until Facilities knows what space will be used – rough estimate is included as part of PB5 "ITS-1 New Program, Staff, Equip" spreadsheet)</li> </ul> <p><b>Possible leveraged resources.</b> This proposal might be appropriate for ATCIC's use of 1115 Medicaid waiver funding.</p>			
<b>8.</b>	<b>Additional Revenue: Does this proposal generate additional revenue? Y/N</b>		N
	<b>If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N</b> <i>Please note that original revenue materials must be sent to Auditor's Office.</i>		n/a
<b>9.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>		N
	<b>If no, attach plan from Facilities Management explaining how to acquire space for this proposal. Identify proposed position location below:</b>		
	<b>Building Location#</b>	1010LAVA	<b>Floor #</b> 2
	<b>Suite/Office #</b>	tbd	<b>Workstation #</b> n/a
<b>10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).</b>			
Not applicable			
<b>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)?</b>			
Not applicable			

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**Medical Examiner**  
**Emergency Services**  
**Emergency Medical Services**

**Budget Hearing Back-Up**

**August 12, 2013**

**ITEMS TO BE DISCUSSED BY  
MEDICAL EXAMINER  
EMERGENCY MEDICAL SERVICES  
EMERGENCY SERVICES**

- Medical Examiner Investigator
- New Medical Examiner Office Facility-  
Planning and Design Phase (FMD)
- STAR Flight Hangar, Phase 2 (FMD)
- Financial Analyst, Senior Position
- HazMat Materials Coordinator Position and  
Service Response Agreement with AFD

**FY 2014 PRELIMINARY BUDGET  
Medical Examiner (138) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	<b>4,407,871</b>	-	<b>4,407,871</b>	<b>79,000</b>	<b>4,486,871</b>	<b>37.00</b>		
<i>FY 14 Target Programmatic Adjustments</i>								
Remove One-Time Capital	-	-	-	(79,000)	(79,000)	-		
<b>Subtotal- Target Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(79,000)</b>	<b>(79,000)</b>	<b>-</b>		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Reverse Open Enrollment	8,237	-	8,237	-	8,237	-		
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	<b>8,237</b>	<b>-</b>	<b>8,237</b>	<b>-</b>	<b>8,237</b>	<b>-</b>		
<i>FY 14 Target PBO and Other Changes</i>								
<b>Subtotal- Target PBO and Other Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>FY 14 Target Budget</b>	<b>4,416,108</b>	<b>-</b>	<b>4,416,108</b>	<b>-</b>	<b>4,416,108</b>	<b>37.00</b>		
<b>FY 14 Budget Submission</b>	<b>4,416,108</b>	<b>-</b>	<b>4,416,108</b>	<b>-</b>	<b>4,416,108</b>	<b>37.00</b>		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
Inspection Fee Increases	3,500	3,500	7,000	-	7,000	-		6
Field Computers for Mass Disaster	1,000	-	1,000	19,306	20,306	-	2 of 4 recommended	7
Nitrogen Generator for 3200 Q Trap Gas Chromatograph/Mass Spectrometer	(3,000)	-	(3,000)	19,000	16,000	-		11
Replacement Computers	-	-	-	90,000	90,000	-	Funded through ITS	11
Leased Copy & Fax Equipment	3,578	-	3,578	-	3,578	-		
Hall Rental for Winter Conference	2,373	-	2,373	-	2,373	-		
<b>Subtotal- Prelim Programmatic Recommendations</b>	<b>7,451</b>	<b>3,500</b>	<b>10,951</b>	<b>128,306</b>	<b>139,257</b>	<b>-</b>		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Comp TBD	-	-	-	-	-	-	Numbers being finalized	
Employee Health	19,405	-	19,405	-	19,405	-		
Employee Retire	16,090	-	16,090	-	16,090	-		
<b>Subtotal- Prelim Compensation and Benefit Recommendations</b>	<b>35,495</b>	<b>-</b>	<b>35,495</b>	<b>-</b>	<b>35,495</b>	<b>-</b>		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Salary Savings Adjustment	24,810	-	24,810	-	24,810	-		
Health Savings Adjustment	(31,507)	-	(31,507)	-	(31,507)	-		
Long Distance move to ITS	(1,100)	-	(1,100)	-	(1,100)	-		
<b>Subtotal- Prelim PBO and Other Changes</b>	<b>(7,797)</b>	<b>-</b>	<b>(7,797)</b>	<b>-</b>	<b>(7,797)</b>	<b>-</b>		
<b>FY 14 Preliminary Budget</b>	<b>4,451,257</b>	<b>3,500</b>	<b>4,454,757</b>	<b>128,306</b>	<b>4,583,063</b>	<b>37.00</b>		
<i>Total Changes</i>								
<b>Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget</b>	<b>43,386</b>	<b>3,500</b>	<b>46,886</b>	<b>49,306</b>	<b>96,192</b>	<b>-</b>		
<b>Difference - FY 14 Prelim Budget Less FY 14 Target Budget</b>	<b>35,149</b>	<b>3,500</b>	<b>38,649</b>	<b>128,306</b>	<b>166,955</b>	<b>-</b>		

**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>								
* Forensic Investigator	\$ 60,857	\$ -	\$ 60,857		\$ 60,857	1.00		9
ELISA Service Contract	\$ -	\$ 9,000	\$ 9,000		\$ 9,000		Recommend TCME0 internally fund w/ FY13 Savings	13
Tissue Homogenization System	\$ -	\$ -	\$ -	\$ 4,500	\$ 4,500		Recommend TCME0 internally fund w/ FY13 Savings	13
Gas Chromatograph with Thermal Conductivity Detector	\$ -	\$ -	\$ -	\$ 23,000	\$ 23,000			11
Headspace Auto sampler - Gas Chromatograph (HS-GC)	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000		Earmark on Reserves for possible FY 14 replacement if unit fails.	11
Refurbish 2nd Floor Office Space	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000		Recommend TCME0 internally fund w/ FY13 Savings	14
Field Computers for Mass Disaaster	\$ 1,000	\$ -	\$ 1,000	\$ 19,306	\$ 20,306			7
<b>Total Unfunded Budget Requests</b>	<b>\$ 61,857</b>	<b>\$ 9,000</b>	<b>\$ 70,857</b>	<b>\$ 141,806</b>	<b>\$ 212,663</b>	<b>1.00</b>		

**FY 2014 PRELIMINARY BUDGET  
Emergency Services (147) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	<b>4,585,767</b>	<b>196,151</b>	<b>4,781,918</b>	<b>473,444</b>	<b>5,255,362</b>	<b>18.00</b>		
<i>FY 14 Target Programmatic Adjustments</i>								
Remove One-Time CTECC/RRS	-	(145,100)	(145,100)		(145,100)			
Remove CAR	-	-	-	(473,444)	(473,444)			
Remove One-Time HazMat Coord	-	(51,051)	(51,051)		(51,051)			
<b>Subtotal- Target Adjustments</b>	<b>-</b>	<b>(196,151)</b>	<b>(196,151)</b>	<b>(473,444)</b>	<b>(669,595)</b>	<b>-</b>		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Correct for Open Enrollment	4,710	-	4,710		4,710			
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	<b>4,710</b>	<b>-</b>	<b>4,710</b>	<b>-</b>	<b>4,710</b>	<b>-</b>		
<i>FY 14 Target PBO and Other Changes</i>								
None.	-	-	-	-	-	-		
<b>Subtotal- Target PBO and Other Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>FY 14 Target Budget</b>	<b>4,590,477</b>	<b>-</b>	<b>4,590,477</b>	<b>-</b>	<b>4,590,477</b>	<b>18.00</b>		
<b>FY 14 Budget Submission</b>	<b>4,590,477</b>	<b>-</b>	<b>4,590,477</b>	<b>-</b>	<b>4,590,477</b>	<b>18.00</b>		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
CTECC Interlocal	215,559	121,098	336,657		336,657	-		4
RRS Interlocal	(25,328)	1,490,667	1,465,339		1,465,339	-		6
Motorola Lease/Purchase Payment	-	-	-	473,445	473,445	-		7
Fire Marshal Vehicle Replacement	-	-	-	253,750	253,750	-	Recommendation is pending availability of funds	16
<b>Subtotal- Prelim Programmatic Recommendations</b>	<b>190,231</b>	<b>1,611,765</b>	<b>1,801,996</b>	<b>727,195</b>	<b>2,529,191</b>	<b>-</b>		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
FY 13 Post Target FM salary increase	3,530	-	3,530		3,530	-	Court approved an increase to the Fire Marshal's salary on 05/07/13	
Comp TBD	-	-	-		-	-	<b>Numbers being finalized</b>	
Employee Health	8,492	-	8,492		8,492	-		
Employee Retire	6,608	-	6,608		6,608	-		
<b>Subtotal- Prelim Compensation and Benefit Recommendations</b>	<b>18,630</b>	<b>-</b>	<b>18,630</b>	<b>-</b>	<b>18,630</b>	<b>-</b>		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Remove salary savings	15,491	-	15,491		15,491	-		
Long Distance in ITS	(200)	-	(200)		(200)	-		
<b>Subtotal- Prelim PBO and Other Changes</b>	<b>15,291</b>	<b>-</b>	<b>15,291</b>	<b>-</b>	<b>15,291</b>	<b>-</b>		
<b>FY 14 Preliminary Budget</b>	<b>4,814,629</b>	<b>1,611,765</b>	<b>6,426,394</b>	<b>727,195</b>	<b>7,153,589</b>	<b>18.00</b>		





**FY 2014 PRELIMINARY BUDGET  
Emergency Services (147) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<i>Total Changes</i>								
Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget	228,862	1,415,614	1,644,476	253,751	1,898,227	-		
Difference - FY 14 Prelim Budget Less FY 14 Target Budget	224,152	1,611,765	1,835,917	727,195	2,563,112	-		

**FY 2014 PRELIMINARY BUDGET  
Emergency Services (147) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	<b>167,234</b>	<b>86,340</b>	<b>253,574</b>	<b>-</b>	<b>253,574</b>	<b>-</b>		
<i>FY 14 Target Programmatic Adjustments</i>								
Remove Reserves	-	(86,340)	(86,340)		(86,340)			
<b>Subtotal- Target Adjustments</b>	<b>-</b>	<b>(86,340)</b>	<b>(86,340)</b>	<b>-</b>	<b>(86,340)</b>	<b>-</b>		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
None.	-	-	-					
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<i>FY 14 Target PBO and Other Changes</i>								
None.	-	-	-					
<b>Subtotal- Target PBO and Other Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>FY 14 Target Budget</b>	<b>167,234</b>	<b>-</b>	<b>167,234</b>	<b>-</b>	<b>167,234</b>	<b>-</b>		
<b>FY 14 Budget Submission</b>	<b>167,234</b>	<b>-</b>	<b>167,234</b>	<b>-</b>	<b>167,234</b>	<b>-</b>		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
None.	-	-	-					
<b>Subtotal- Prelim Programmatic Recommendations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Comp TBD	-	-	-		-		<b>Numbers being finalized</b>	
Employee Health	950	-	950		950			
Employee Retire	670	-	670		670			
<b>Subtotal- Prelim Compensation and Benefit Recommendations</b>	<b>1,620</b>	<b>-</b>	<b>1,620</b>	<b>-</b>	<b>1,620</b>	<b>-</b>		
<i>FY 14 Preliminary Budget PBO and Other Changes</i>								
Blance to 3rd revenue	-	411,009	411,009		411,009	-		
<b>Subtotal- Prelim PBO and Other Changes</b>	<b>-</b>	<b>411,009</b>	<b>411,009</b>	<b>-</b>	<b>411,009</b>	<b>-</b>		
<b>FY 14 Preliminary Budget Total Changes</b>	<b>168,854</b>	<b>411,009</b>	<b>579,863</b>	<b>-</b>	<b>579,863</b>	<b>-</b>		
<i>Difference - FY 14 Prelim Budget Less FY 13 Adopted Budget</i>								
	1,620	324,669	326,289	-	326,289	-		
<i>Difference - FY 14 Prelim Budget Less FY 14 Target Budget</i>								
	1,620	411,009	412,629	-	412,629	-		

**FY 2014 PRELIMINARY BUDGET  
Emergency Services (147) - General Fund**

	Ongoing Total	One-Time Total	Subtotal Operating Budget	Capital	Total Requested	FTE	PBO Comments	Page #
<i>Budget Requests</i>								
* Financial Analyst, Sr*	\$ 69,808	\$ -	\$ 69,808	\$ 3,179	\$ 72,987	1.00	A Reserve Earmark to fund proposal is included in the preliminary Budget. Please see PBO's recommendation for more details.	9
* Haz Mat Coordinator Proposal A	\$ 163,717	\$ -	\$ 163,717		\$ 163,717			11
* Haz Mat Coordinator Proposal B	\$ 130,000	\$ -	\$ 130,000		\$ 130,000			11
* HazMat Earmark	\$ -	\$ -	\$ -		\$ -		\$20,000 earmark request	14
<b>Total Unfunded Budget Requests</b>	<b>\$ 363,525</b>	<b>\$ -</b>	<b>\$ 363,525</b>	<b>\$ 3,179</b>	<b>\$ 366,704</b>	<b>1.00</b>		

\*Revised on 07/30/12

**FY 2014 PRELIMINARY BUDGET  
Emergency Medical Services (159) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 13 Adopted Budget</b>	18,901,844	505,335	19,407,179	3,701,928	23,109,107	32.00		
<i>FY 14 Target Programmatic Adjustments</i>								
Remove One-Time STARflight Maintenance	-	(97,253)	(97,253)		(97,253)			2
Remove One-Time 969 Station costs	-	(408,082)	(408,082)		(408,082)			2
EMS FY 13 EMS Interlocal	664,141	-	664,141		664,141		Base agreement was in reserves until the interlocal was approved for FY 13.	2
Remove Capital	-	-	-	(3,701,928)	(3,701,928)			
<b>Subtotal- Target Adjustments</b>	<b>664,141</b>	<b>(505,335)</b>	<b>158,806</b>	<b>(3,701,928)</b>	<b>(3,543,122)</b>	-		
<i>FY 14 Target Compensation and Benefit Adjustments</i>								
Reverse Open Enrollment	(49,207)	-	(49,207)		(49,207)			2
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	<b>(49,207)</b>	<b>-</b>	<b>(49,207)</b>	<b>-</b>	<b>(49,207)</b>	<b>-</b>		
<i>FY 14 Target PBO and Other Charges</i>								
None	-	-	-	-	-	-		
<b>Subtotal- Target PBO and Other Changes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>FY 14 Target Budget</b>	<b>19,516,778</b>	<b>-</b>	<b>19,516,778</b>	<b>-</b>	<b>19,516,778</b>	<b>32.00</b>		
<b>FY 14 Budget Submission</b>	<b>19,516,778</b>	<b>-</b>	<b>19,516,778</b>	<b>-</b>	<b>19,516,778</b>	<b>32.00</b>		
<i>FY 14 Preliminary Budget Programmatic Recommendations</i>								
EMS Ground Interlocal	-	-	-	-	-	-	\$1,544,218 placed in an EMS reserve, pending future EMS discussions	5
STAR Flight Maintenance	-	283,379	283,379	-	283,379	-	\$190,000 to come from the STARflight reserve for Maintenance. Recommend earmarks on CAR reserve for items that may not be required for FY 14.	10
COTA support	-	94,500	94,500	-	94,500	-	Offset by revenue	12
Helipad Camera Contract	7,680	-	7,680	-	7,680	-	Offset by revenue	12
<b>Subtotal- Prelim Programmatic Recommendations</b>	<b>7,680</b>	<b>377,879</b>	<b>385,559</b>	<b>-</b>	<b>385,559</b>	<b>-</b>		
<i>FY 14 Preliminary Budget Compensation and Benefits Recommendations</i>								
Comp TBD	-	-	-	-	-	-	<b>Numbers being finalized</b>	
Employee Health	16,785	-	16,785	-	16,785	-		
Employee Retirement	15,839	-	15,839	-	15,839	-		
<b>Subtotal- Prelim Compensation and Benefit Recommendations</b>	<b>32,624</b>	<b>-</b>	<b>32,624</b>	<b>-</b>	<b>32,624</b>	<b>-</b>		

**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>								
24/hour STARFlight	\$ 734,789	\$ 57,153	\$ 791,942		\$ 791,942	6.00	Review need as part of EMS Discussions	7
ALS Squad	\$ 350,628	\$ 121,055	\$ 471,683	\$ 11,563	\$ 483,246	4.00	Review need as part of EMS Discussions	7
Aviation Communications	\$ 300,000	\$ -	\$ 300,000		\$ 300,000		Review need as part of EMS Discussions	9
STAR Flight Maintenance	-	59,900	59,900		59,900	-	These items are recommended to be funded internally (\$4,900) or earmarks on CAR Reserve.	10
<b>Total Unfunded Budget Requests</b>								
	<b>\$ 1,385,417</b>	<b>\$ 238,108</b>	<b>\$ 1,623,525</b>	<b>\$ 11,563</b>	<b>\$ 1,635,088</b>	<b>10.00</b>		

# EMERGENCY SERVICES

DANNY HOBBY, COUNTY EXECUTIVE  
P. O. Box 1748  
AUSTIN, TEXAS 78767  
(512) 854-4416, FAX (512) 854-4786



*Emergency Management  
Pete Baldwin, Emergency  
Mgmt. Coordinator*

*Fire Marshal  
Hershel Lee*

*Chief Medical Examiner  
Dr. David Dolinak*

*STAR Flight  
Casey Ping, Program  
Director*

## MEMORANDUM

**To:** Travis County Commissioners Court

**From:** Danny Hobby, County Executive, Emergency Services *DH 8/1/13*

**Date:** August 1, 2013

**Subject:** FY14 Budget Hearing Back-up Materials for Emergency Services

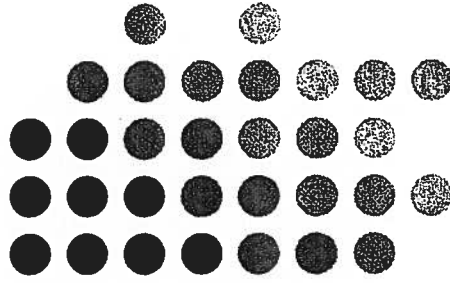
Thank you for the opportunity to present important budget requests to be considered for funding in the FY14 Budget for Emergency Services. We realize you have much to consider with other departments likewise having their own budget requests, but to neglect not bringing these forward would not be a wise decision on our part as emergency service providers to our community.

Attached you will find a power point presentation that will provide a quick overview of the various requests and the costs associated with them. Also, you will find our budget request sheets we turned in to PBO when we submitted our budget back in April, and you will find write-ups by the budget staff regarding our areas. Due to time, we will try and stay on the presentation when speaking to you on August 12<sup>th</sup> and not get into the materials that provide detailed information and data regarding each request since you will have the opportunity to review them before the hearing.

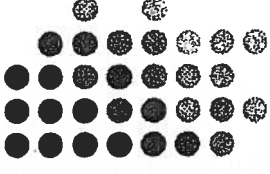
Thank you again for this opportunity to speak to you about these matters. Please contact me if you have any questions regarding the presentation or the materials attached in the back-up.

# **Emergency Services FY14 Budget Hearing Requests**

**Presentation to the  
Commissioners Court  
August 12, 2013**

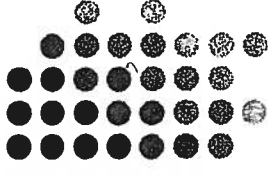


# **FY14 Budget Hearing Requests Presentation Outline**



- **MEO Forensic Investigator I Position**
- **New MEO Facility - Design Phase Funding**
- **STAR Flight Hanger - Phase 2**
- **Financial Analyst Senior Position**
- **HazMat Materials Coordinator Position  
and Service Response Agreement with  
AFD**

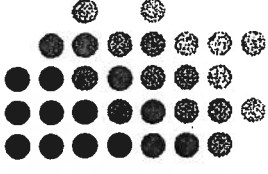




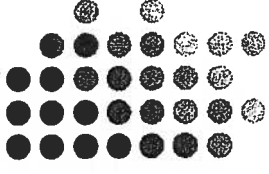
## **Forensic Investigator I Position = \$60,857**

- No new investigator has been added to staff since 2009.
- Scene investigations have increased 26% from 2010-2012 and will continue to grow.
- Currently nine investigators cover 24/7 shifts.
- Response times to scenes would be quicker; the county would incur less overtime; the quality of scene investigations would improve, and work load stress would lessen.

## **New MEO Facility – Design Phase = \$2,200,000**



- 2011 Consultant's Study indicated the existing facility is operating at its limit and cannot support projected growth in the future.
- The MEO currently serves Travis County and 42 outside counties.
- Design work will be a one year process.
- Failure to advance the construction process may impact future accreditation of the TCMEO.
- Infrastructure is now at capacity for supporting personnel, storage and instrumentation.



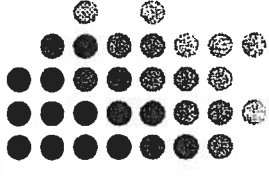
## **CONSULTANT'S REPORT/FOUR SERVICE SCENARIOS?**

- **Maintain service to the same set of client counties - \$27.1 M**
- **Provide service to Travis County only - \$20.8 M**
- **Provide service to Travis County and CAPCOG counties - \$24.0 M**
- **Provide service to current set of counties, less Williamson County - \$24.9 M**
- **Up-to-date figures need to be obtained, but this should not slow down the process.**

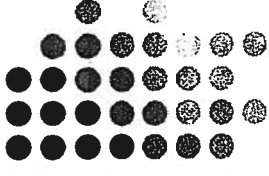
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# **New MEO Facility - Design Phase**

## **Next Steps for FY14**



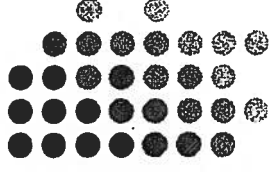
- Update cost estimates in consultant's report.
- Decide which counties will participate.
- Choose a financial model.
- Develop new Interlocal Agreements with participating counties.
- Continue land selection process.
- Acquire funding for design work.
- Begin design work.



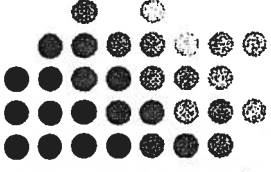
## **New MEO Facility Summary**

- **\$2,200,000 Design Phase Funding**
- **Important to maintain construction momentum for a new facility due to current limitations with existing location and pending Medical School implementation schedules.**
- **Must protect N.A.M.E accreditation for the MEO by having appropriate staff and space.**
- **Continue to provide quality work and services.**

## **STAR Flight Hanger - Phase 2 = \$494,404**

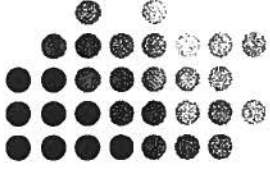


- Hanger originally designed in 1998, included two phases (a yearly request in the FMD budget).
- Phase 2 provides needed expansion for storage, aircraft landing space and vehicle parking.
- Phase 2 will add approximately 4,125 square feet of space inside the hanger and 3,400 square feet of concrete ramp surface outside the hanger.

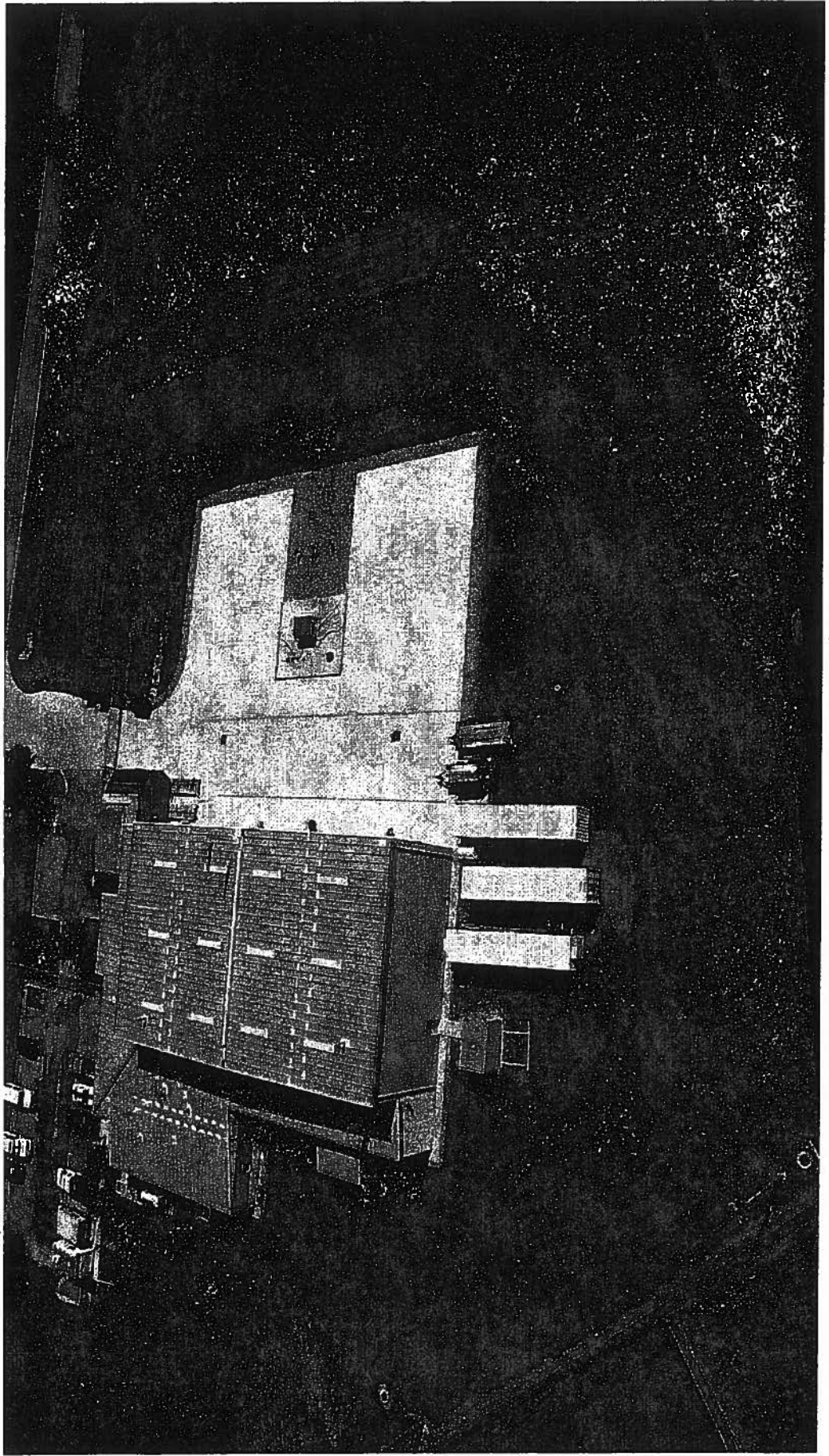


# STAR Flight Hanger – Phase 2

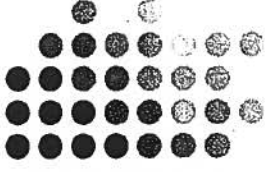




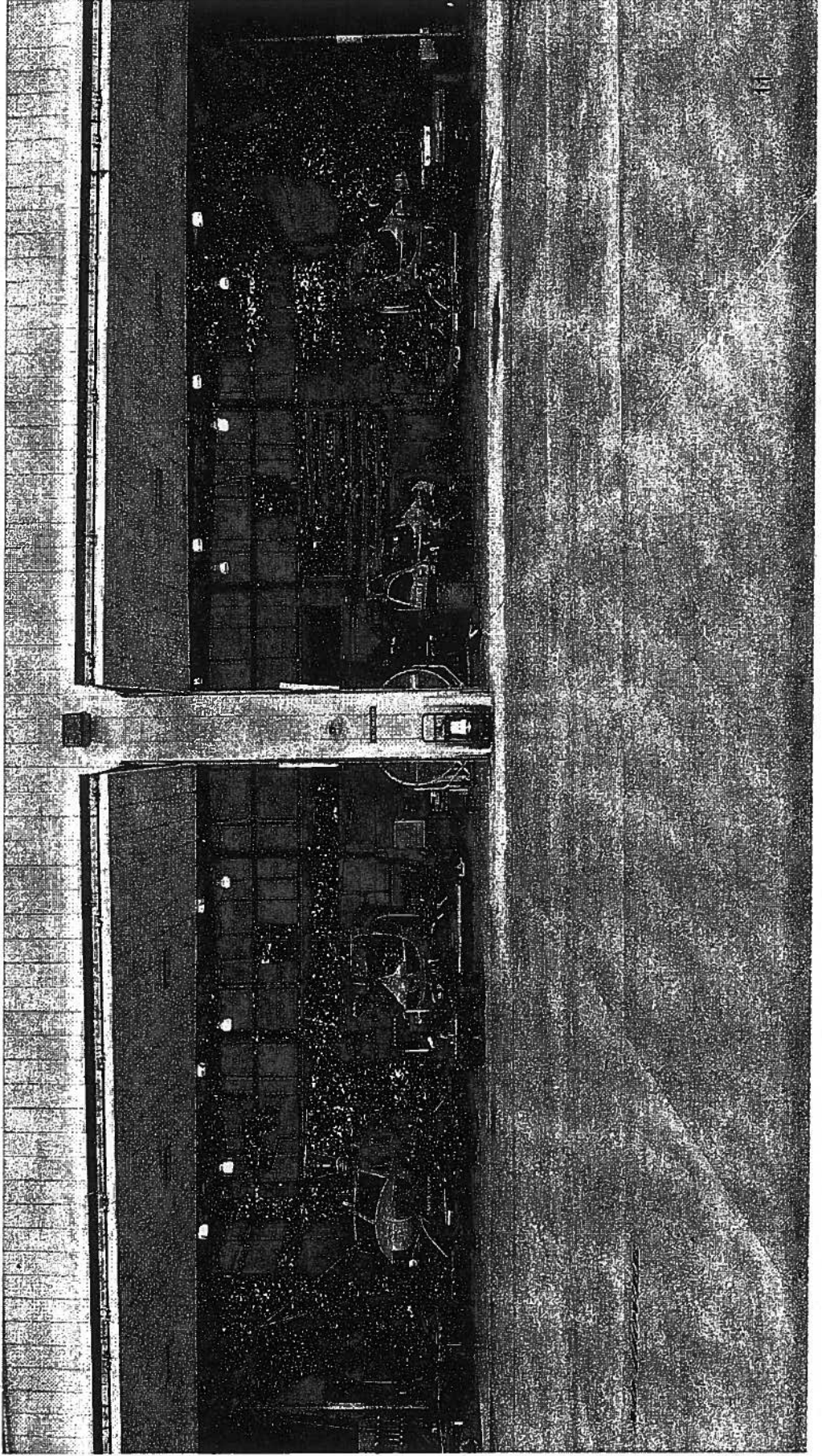
# **STAR Flight Hanger – Phase 2**

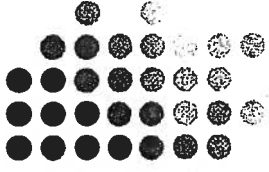




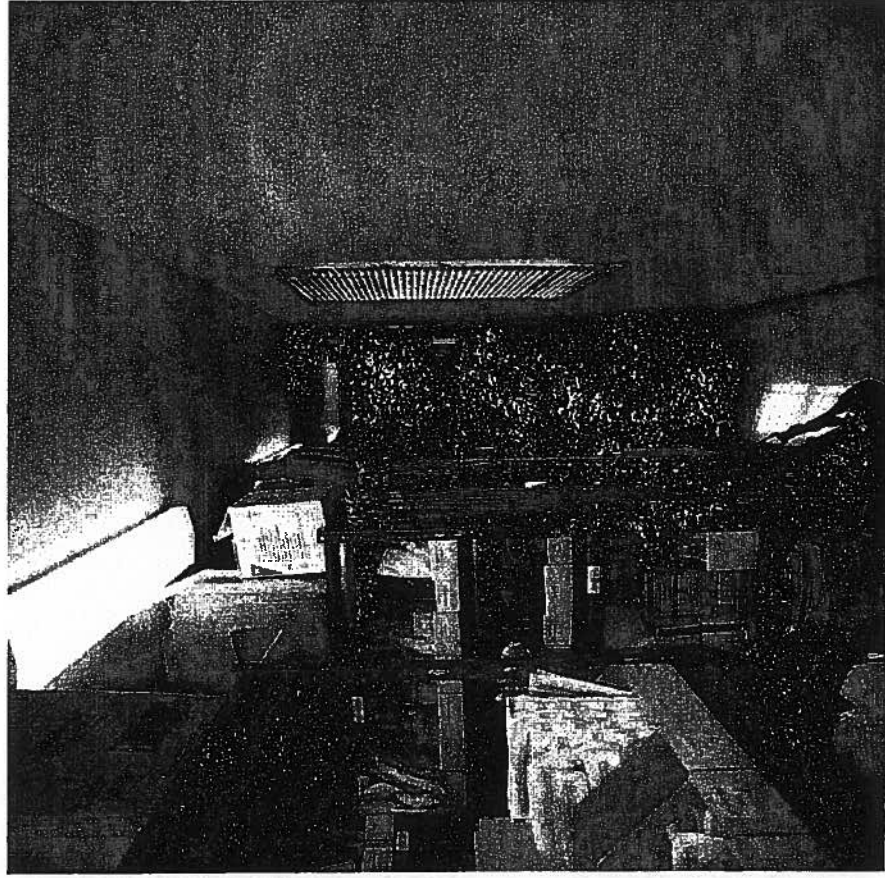
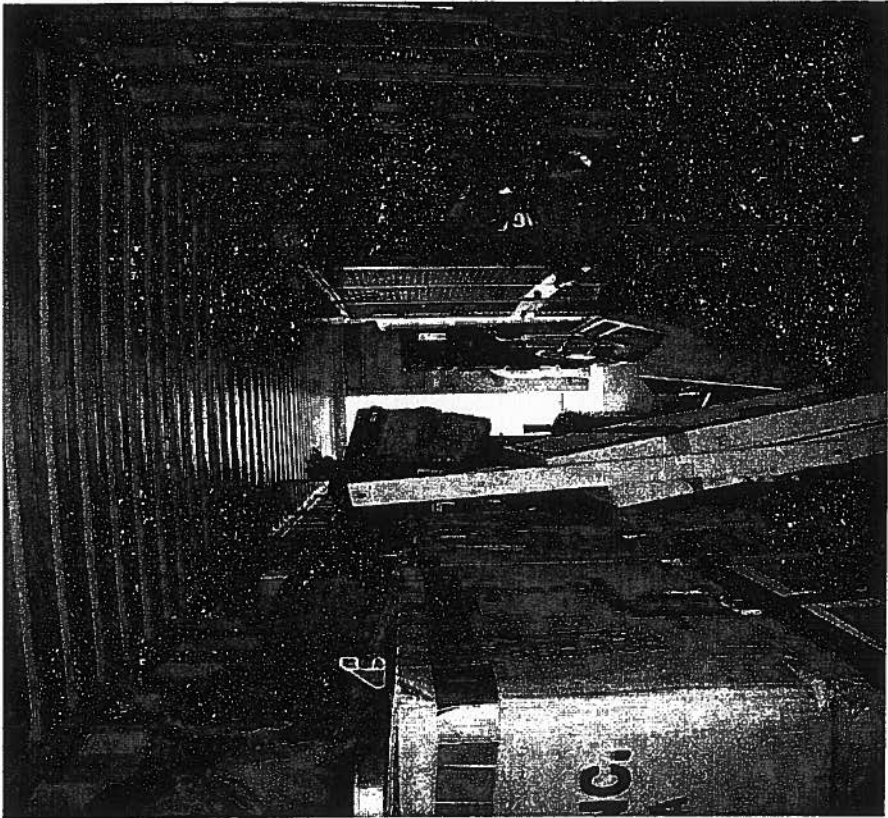


# STAR Flight Hanger – Phase 2

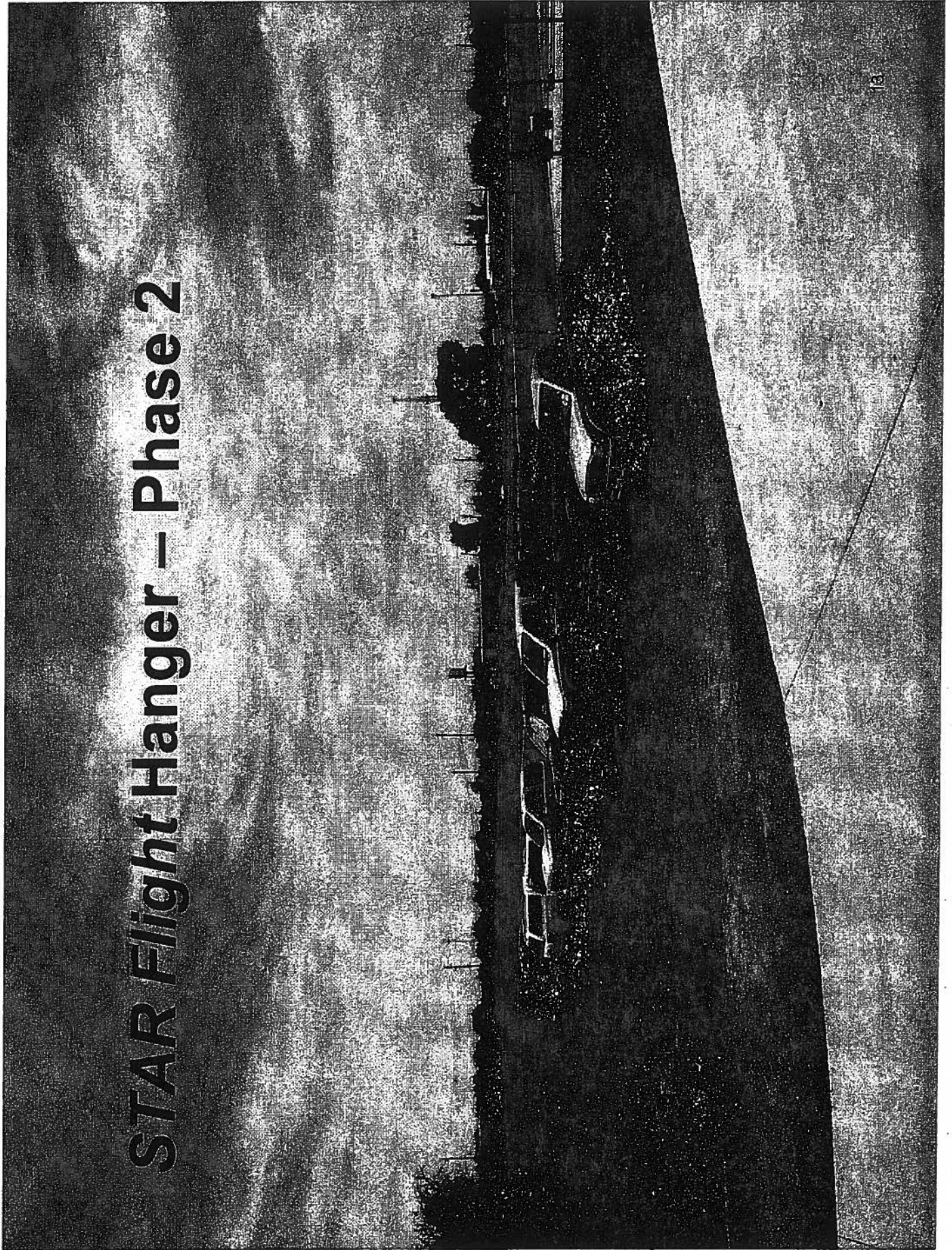




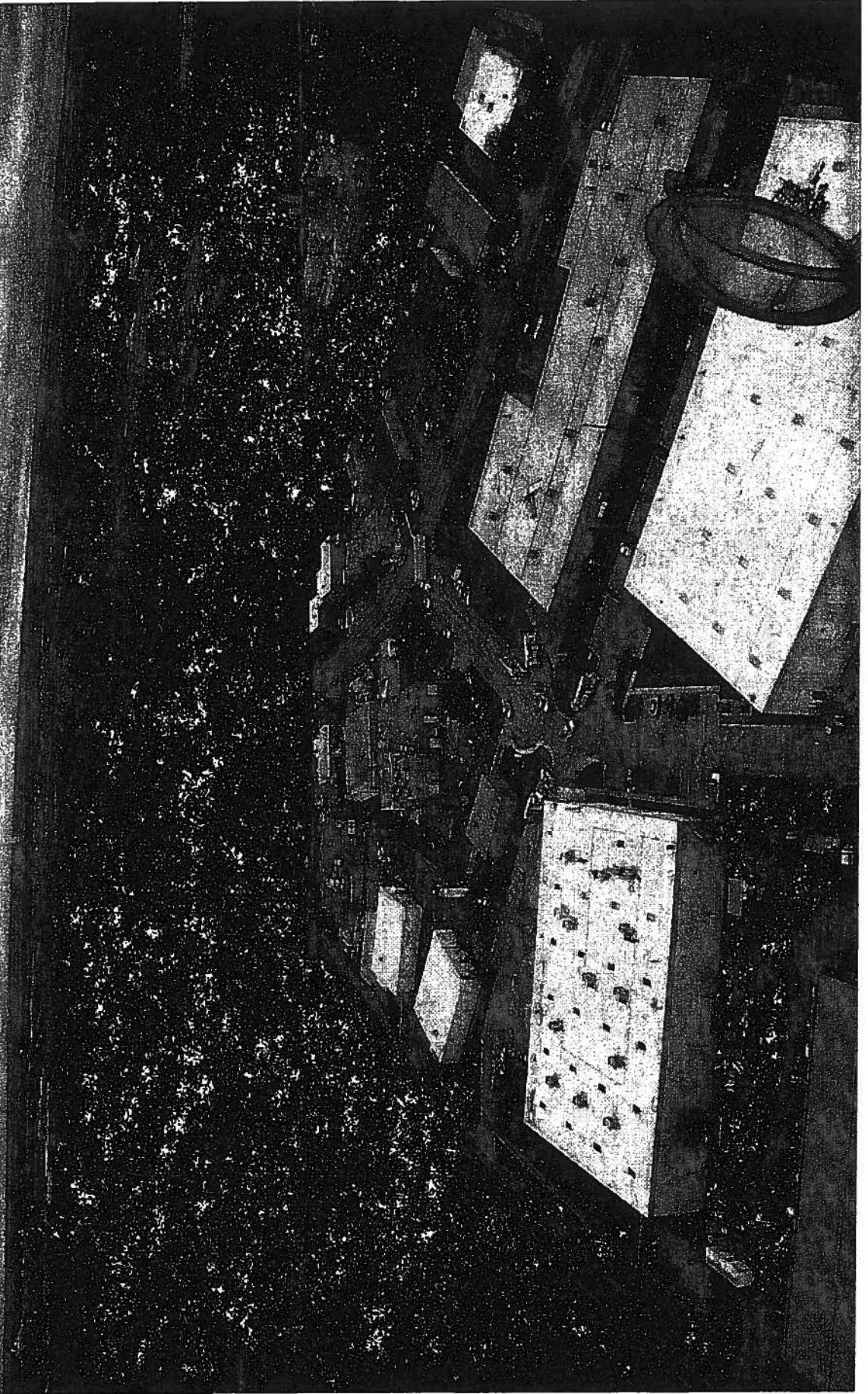
# STAR Flight Hanger – Phase 2

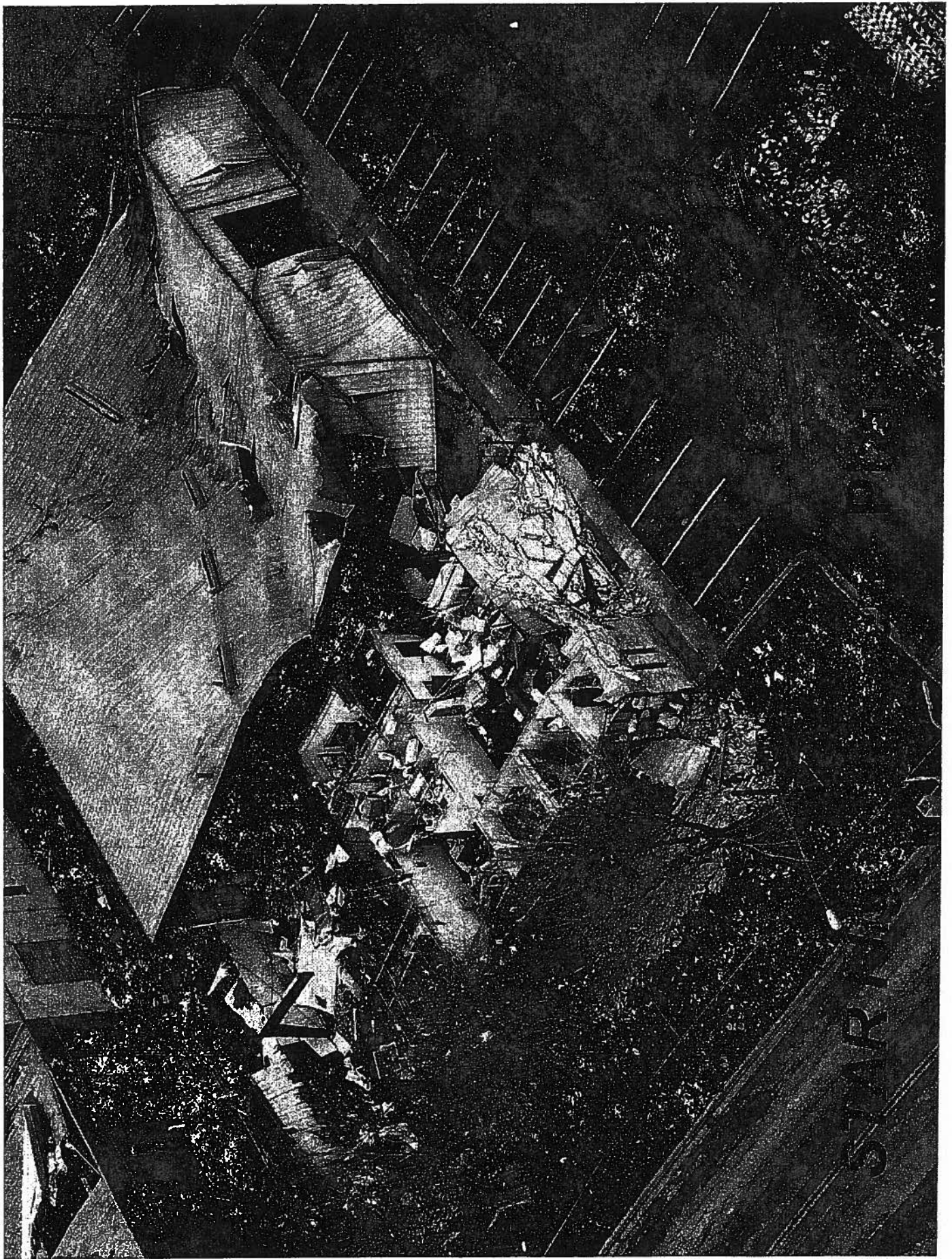


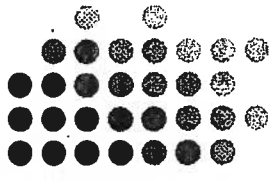
# STAR Flight Hanger – Phase 2



# STAR Flight Hanger – Phase 2



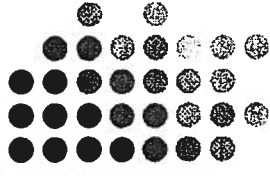




## **Financial Analyst Senior Position = \$72,201**

- Lost support position when Justice & Public Safety moved to 700 Lavaca.
- One financial staff person in Emergency Services Administration.
- Responsible for three departments/six divisions with a total budget of \$30 million/87 FTEs
- A regional planning agency with ESDs, small cities, City of Austin, WILCO, CAPCOG, etc.
- Office space and furniture available.

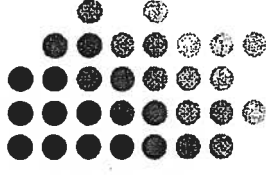
**HazMat Materials Coordinator Position and  
Service Response Agreement with AFD =  
\$166,866 (\$82,866/\$80,000)**



- 2000 Grant to purchase hazmat equipment
- 2004 HazMat teams formed using ESD staff
- 2010 Grant to hire a HazMat Coordinator
- 2012 Grant funding ended December 2012
- 2012 Court approved funding through FY13
- 2013 ESD announced financial constraints
- 2013 Position and Agreement request for FY14
- 2014 AFD would provide response services

# HazMat Services

## Coordinator Duties

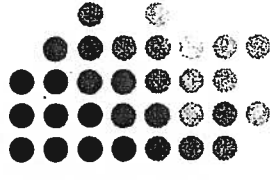


- Disposal of hazardous materials on County right-of-way
- Oversight of outside hazardous materials contract
- Basic hazmat, SCBA, and regulation training for TNR, TCAO, and TCSO personnel
- Provide air monitoring for TSCO SWAT and County Attorney's Environmental Investigators
- Assisting Risk Management with indoor air quality monitoring
- Manage Tier II reports for facilities in Travis County
- Becoming a certified fuel manager to serve as back-up to TNR personnel
- Maintaining complete asset inventory for Emergency Services
- Liaison with CAPCOG regional hazmat response teams

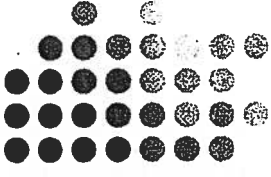


# HazMat Services

## Coordinator Duties Cont'd

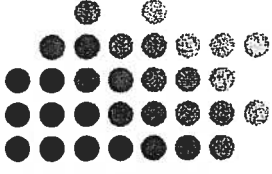


- Assist with AFD response personnel and operational readiness of County resources and equipment
- Assist the Office of Emergency Management with EOC activations and special projects.
- Re-establish the Travis County Local Emergency Planning Group and provide regular hazard analysis and planning for County.
- Provide on-site hazardous materials response expertise to County and City Fire Departments.
- Coordinate with regional and state resources.



# Summary of Budget Requests

- \$60,857 Forensic Investigator I
- \$2.2 million MEO Design Phase Funding
- \$494,404 STAR Flight Hanger/Phase 2
- \$72,987 Financial Analyst Senior
- \$162,866 HazMat Services



# QUESTIONS OPEN DISCUSSION

## FY 2014 BUDGET REQUEST ANALYSIS

### Req #4: Investigator

### Fund: General Fund

	FY 14 Request	PBO Recommendation	FY 15 Cost
FTEs	1	0	0
Personnel	\$60,857	\$0	\$0
Operating	\$0	\$0	\$0
Subtotal	\$60,857	\$0	\$0
Capital	\$0	\$0	\$0
<b>Total Request</b>	<b>\$60,857</b>	<b>\$0</b>	<b>\$0</b>

#### ***Dept. Summary of Request:***

This request is to add another Forensic Medical Examiner Investigator I to the current staff. No new investigator has been added to the staff since 2009. From 2010 – 2012, overall Travis County cases (autopsies and view-outs) have increased 4.8%. Most significantly, during this same period of time, scene investigations have increased 26%, straining existing investigative staff. Given predictions for population growth in Travis County, we expect accelerated growth in investigations in the near future, and request an additional investigator to maintain existing standards of quality.

#### ***PBO Recommendation:***

PBO notes that there are not clear guidelines as to when an additional investigator needs to be added to the department. In FY 2010 the department internally reallocated salary savings to fund an additional position, this action was primarily driven by the need for additional staff on nights and weekends. The case load for investigations was 495 investigations. This has increased to an estimated 630 cases for FY 2013 and 650 for FY 2014, regardless if the additional position is added. While this increase is certainly significant, 31.3%, PBO believes the departmental need is driven by the fact that the investigator staffing is 24/hour shift work and the current staffing isn't sufficient to provide coverage.

The department stated in their request:

*With only nine investigators, there is inadequate coverage four days of the week to ensure all tasks are fulfilled in a comprehensive, timely, efficient and risk-free manner due to regularly scheduled time off. Midnight shift and the weekends are significantly affected. Every week there are four midnight shifts covered by only one investigator. There are several times where this shift is covered by only one investigator for a week or more at a time due to vacation, holidays, sick leave, and subpoenas for court testimony and training. The day and swing shifts are covered by only two investigators for two days during the week and the weekends are minimally staffed with one investigator on each shift.*

When an issue arises, the department is forced to compensate with additional overtime use.

PBO notes the department has \$19,794 in overtime, budgeted. Since FY 10 the annual overtime use has been: FY 2010 \$17,135; FY 2011 \$17,768; FY 2012 16,492. PBO is checking to see if this additional workload has been flexed out with additional Compensatory time, rather than overtime, but indications are that the additional workload isn't manifesting as a corresponding increase in overtime, certainly not commensurate with the 31.3% increase in attendance at death scenes.

PBO concurs that workload is increasing, however at least with the justification that PBO has received, it is not resulting in the levels of additional overtime use that would justify the need for an additional position.

***Budget Request Performance Measures:***

<b>Description</b>	<b>Actual FY 12 Measure</b>	<b>Revised FY 13 Projected Measure</b>	<b>Projected FY 14 Measure at Target Budget Level</b>	<b>Revised FY 14 Measure with Additional Resources</b>
Attendance at death scenes by investigators	617	630	650	650

TCMEO provided additional case history for this request:

The numbers of death scene investigations by calendar year in the past are as follows:

- 415 in 2007
- 428 in 2008
- 442 in 2009
- 495 in 2010
- 538 in 2011
- 628 in 2012

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**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Forensic Medical Examiner Investigator I Position	8
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Investigations Unit	
<b>Funds Center:</b>	1380050001	
<b>Total Amount of Request:</b>	\$60,104	
<b>Collaborating Departments/Agencies:</b>	Austin Police Department, Travis County Sheriff's Office, EMS	
<b>Contact Information (Name/Phone):</b>	Darlene Dunn, 854-9042	

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

This request is to add another Forensic Medical Examiner Investigator I to the current staff. No new investigator has been added to the staff since 2009. From 2010 – 2012, overall Travis County cases (autopsies and view-outs) have increased 4.8%. Most significantly, during this same period of time, scene investigations have increased 26%, straining existing investigative staff. Given predictions for population growth in Travis County, we expect accelerated growth in investigations in the near future, and request an additional investigator to maintain existing standards of quality.

**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.**

See the PB 3 form concerning the Investigations Unit for a complete description of the functions of the Investigations Unit.

Currently, nine investigators are scheduled for coverage, with the Chief Investigator and Forensic Nurse Investigator providing supervision and back up. With only nine investigators, there is inadequate coverage four days of the week to ensure all tasks are fulfilled in a comprehensive, timely, efficient and risk-free manner due to regularly scheduled time off. Midnight shift and the weekends are significantly affected. Every week there are four midnight shifts covered by only one investigator. There are several times where this shift is covered by only one investigator for a week or more at a time due to vacation, holidays, sick leave, subpoenas for court testimony and training. The day and swing shifts are covered by only two investigators for two days during the week and the weekends are minimally staffed with one investigator on each shift. Investigators are asked to work overtime to compensate for increased workload and staffing shortages. Failure to address the staffing issues may lead to increased delays in scene-response, and wasted law enforcement and EMS time. The increased workload cannot be equitably divided when additional staff to do so is not available.

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

The new investigator would be hired as early as possible in FY 14. Upon hire, training is usually completed within three months. There will be a capability of shorter response times to scene investigations, decreased overtime, more comprehensive scene examinations, more timely identification, location, and notification of families, more efficient follow up, more timely provision of information for pathologists, equitably shared caseload, and more recuperative time off for the investigative staff.

Morale will improve as staff members will not be expected to cancel personal time off or change their permanent shift hours to cover for any shortages.

**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.**

It should be noted that the Crime Lab Design study completed in 2011 estimated that the office should have 11 investigators in 2010 (which was achieved) and 13 investigators in 2015.

**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
Attendance at death scenes by investigators	617	630	650	650

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

A few additional comments need to be made about long term increases in caseload. Looking to the past, the scene investigation caseload has increased steadily. The numbers of death scene investigations by calendar year in the past are as follows:

- 415 in 2007
- 428 in 2008
- 442 in 2009

495 in 2010  
 538 in 2011  
 628 in 2012

2009 was the last time an investigator position was added.

The TCMEO expects the number of cases requiring a scene investigation to continue to increase. With additional staffing, investigators will be able to screen calls more efficiently and effectively, expeditiously attend more scenes and complete comprehensive investigations without the worry of awaiting scenes or death calls. They will be able to prepare comprehensive reports and obtain additional information more rapidly. The impact will be a positive one for the residents of Travis County and beyond.

**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.**

A backlog of cases may develop as it may take longer to make identification of decedents, longer to get necessary information for the pathologist to determine cause and manner of death, and longer time for response to scenes (tying up law enforcement agencies and creating unnecessary delays for the family/friends of the decedent), with the possibility of no scene response in some cases.

Short staffing leads to delays in identification and notification of families. It may also delay processing of a decedent's body when the family has elected to consent to a blood or tissue donation.

Overtime has been increasing. In FY 2012, there were 638:25 hours of overtime compared to an anticipated 461.75 hours of overtime for FY 2013. Without additional staffing, overtime can be expected to increase in FY 2014.

**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.**

Internal funding does not exist to fund this request.

8.	<b>Additional Revenue: Does this proposal generate additional revenue? Y/N</b>	N
	<b>If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N</b> <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. If yes, identify proposed position location below:				
Building Location#		1213 Sabine St.	Floor #	1st
Suite/Office #		Room 123	Workstation #	A1
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				

**FY 2014 BUDGET REQUEST ANALYSIS**

- Req #K3: Rusk Building Renovations**
  - Req #K6: North Campus New Building Planning and Design**
  - Req #K8: Brizendine Improvements**
  - Req #K19: South Community Center – Del Valle Renovation**
  - Req #K26: 2501 S. Congress Elevator Upgrade**
  - Req #K29: 10<sup>th</sup> & Lamar Services – Deferred Maintenance**
  - ★ Req #K30: New Medical Examiner’s Facility – Planning and Design Phase**
- Fund: 0001**

	<b>FY 14 Request</b>	<b>PBO Recommendation</b>	<b>FY 15 Cost</b>
<b>FTEs</b>	0	0	0
<b>Personnel</b>	\$0	\$0	\$0
<b>Operating</b>	\$0	\$0	\$0
<b>Subtotal</b>	\$0	\$0	\$0
<b>Capital</b>	\$4,093,752	\$168,000	\$0
<b>Total Request</b>	\$4,093,752	\$168,000	\$0

**Dept. Summary of Request:**

**Req #K3: Rusk Building Renovations, \$194,356** – This request is for remodeling the Rusk Building to relocate the Downtown Campus Wellness Clinic from the USB location. The project will include two accessible, compliant medical exam rooms and will correct ADA, building code and energy code deficiencies.

**Req #K6: North Campus New Building Planning and Design, \$963,300** – This project will undertake the planning and design of a new multi-story office building on the west side of the 5335/5325 site formerly occupied by Chair King and Fast Stop.

**Req #K8: Brizendine Improvements, \$90,858** – This project will remediate foundation and moisture problems, stabilize structure and construction addition to the rear of the building at the ground level only to maximize the flexibility of the small, historic Brizendine Building.

**Req #K19: South Community Center – Del Valle Renovation, \$403,620** – After the main entry is relocated due to the Texas Department of Transportation’s (TxDOT) FM 973 expansion, the parking lot and other site work will need to be revised to make the site function better.

**Req #K26: 2501 S. Congress Elevator Upgrade, \$80,000** – This project will upgrade one passenger elevator at this facility. The elevator has exceeded the standard useful life for this type of equipment without modernization.

**Req #K29: 10<sup>th</sup> & Lamar Services – Deferred Maintenance, \$161,618** – This project will fund deferred maintenance items for 10<sup>th</sup> & Lamar Service Station.

**★ Req #K30: New Medical Examiner's Facility – Planning and Design Phase, \$2,200,000** – A new Travis County Medical Examiner's facility is needed according to the Needs Analysis and Financial Feasibility Study dated October 2011 and prepared by Crime Lab Design for Travis County. Construction performed pursuant to Baseline "Scenario One" would serve Travis County and the existing 42 client counties through 2045, and when completed, would house up to twelve pathologists, a toxicology laboratory, plus other investigative, technical, and support staff in a state-of-the-art facility to assure the delivery of the highest quality forensic pathology services to Central Texas.

**PBO Recommendation:** PBO does not recommend funding for these projects with the exception of the exterior and ADA work for the South Community Center-Del Valle. Please see the "Additional Comments" sections below for the rationale for this recommendation.

***Budget Request Performance Measures:***

The department did not submit performance measures for this request.

***Additional Comments:***

**Req #K3: Rusk Building Renovations** – As currently proposed, it appears that moving the Wellness Clinic to the Rusk Building will vastly underutilize the space. While this proposal is aligned with the Central Campus Master Plan, a full evaluation of costs and potential reuse opportunities for this site (as well as the 700 Lavaca parking garage ground floor) should be performed prior to funding these renovations. PBO believes that it would be more cost effective and useful to submit a budget request for a complete renovation of the building so that all ADA and code compliance issues are resolved. In addition, the Wellness Clinic is expected to go through an operational review in the near future that may result in a different service-delivery model being proposed. A different model may require different space needs.


**Req #K6: North Campus New Building Planning and Design** – PBO believes that it is premature fund this project. Several county departments are currently exploring a Development Authority-driven, mixed-use project to achieve cost neutrality to the county while providing the needed office space. The project team for the analysis currently underway includes the County Corporations staff, Corporations counsel, County Attorney staff, bond counsel, FMD staff, and PBO staff.

**Req #K8: Brizendine Improvements** – In FY 13, FMD requested and PBO recommended funding of \$30,000 to remediate foundation soil and moisture problems and stabilize the interior structure, masonry and flooring to prevent further deterioration of the historic building. PBO recommended funding to ensure that this historic asset is stabilized to avoid further deterioration of the building. At the time, PBO noted that the building should not be assumed to be able to accommodate tenants after the repairs were completed. The funding being requested for FY 14 is proposed with the intention of making the facility ready to use as swing space, meeting space and conference space. PBO recommends that this project be discussed with Commissioners Court to determine whether further funding should be invested in the site prior to making a funding recommendation for these improvements.

**Req #K19: South Community Center – Del Valle Renovation** – PBO’s recommended funding of \$168,000 covers the exterior work necessary to move the main vehicular entrance to the facility from the county road (which is being widened by TxDOT) to a side road. Part of this cost will be reimbursed by TxDOT although a final agreement on the amount of the reimbursement has not been executed. In addition, the funding will be used to remodel the building’s bathrooms to make the compliant with the amended Americans with Disabilities Act.

**Req #K26: 2501 S. Congress Elevator Upgrade** – Investment in this building, including its equipment, should be limited to only absolutely necessary upgrades, as this will not be a long-term county property. After successful completion of a campus master plan, this building will almost certainly be demolished and replaced.

**Req #K29: 10<sup>th</sup> & Lamar Services – Deferred Maintenance** – This site may or may not be useful to Travis County in the long-term in its current state. As a high value property, the Commissioners Court may wish to assess the best use of this site prior to making any major reinvestments into it as a fueling station.

 **Req #K30: New Medical Examiner’s Facility – Planning and Design Phase** – PBO does not recommend funding for this portion of the project until the County Executive over the Medical Examiner’s Office has been able to update the Commissioners Court on the Williamson County Commissioners Court’s decision on starting their own forensic center. In addition, Commissioners Court needs to make a final decision on the location of the new ME’s Office. PBO believes that this decision is key to the funding process because it is only when planning and design costs lead directly to construction that they can be debt funded. With the projected cost of the planning and design of this facility estimated at \$2.2 million, PBO finds that it is imperative that all major decision making by the Court occurs prior to funding decisions.

**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	New Medical Examiner's Facility – Planning and Design Phase	30
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Planning Design & Construction	
<b>Funds Center:</b>	001 / 14 / 05	
<b>Total Amount of Request:</b>	\$2,200,000	
<b>Collaborating Departments/Agencies:</b>	Medical Examiner's Office, Emergency Services	
<b>Contact Information (Name/Phone):</b>	Leslie Stricklan, AIA 854-4778	

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

A new Travis County Medical Examiner's facility is needed according to the Needs Analysis and Financial Feasibility Study dated October 2011 and prepared by Crime Lab Design for Travis County. Construction performed pursuant to Baseline "Scenario One" would serve Travis County and the existing 42 client counties through 2045, and when completed, would house up to twelve pathologists, a toxicology laboratory, plus other investigative, technical, and support staff in a state-of-the-art facility to assure the delivery of the highest quality forensic pathology services to Central Texas.

**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 existing Medical Examiner's facility, which was originally built in 1994 to house three pathologists, has since been internally modified to make offices for another three pathologists as well as related functional alterations to serve the increased demand for services. As noted in the Needs Analysis report and earlier studies, the existing facility has already been stretched to maximize its functionality and given the extreme site constraints, it cannot be enlarged.

Three current issues must be addressed by the Commissioners Court, in order to proceed with this project:

Development Scenario Selection – The Needs Analysis and Financial Feasibility report presentation to the Commissioners Court in November 2011 showed several Development Scenarios, with different size buildings based on different client county service areas.

*Emergency Services plans to be in contact with every client county service area between now and midsummer of this year (2013) to determine who will desire to participate in this project. It is anticipated that a Budget Hearing will be scheduled with the Commissioners Court in August 2013 to review these results.*

Site Selection – In 2005-2006 an extensive site evaluation process identified an existing County-owned site which could meet the needs of the new Medical Examiner's Facility. Commissioners Court at that time directed that a public input process was needed to vet the recommended site. In 2012, voters approved a local measure to create a medical school in Austin associated with the University of Texas, Seton/Brackenridge University Hospital, and the Central Health District.

Representatives of the TCMEO have given input to the site master plan team for the medical school campus, to include a possible location for a new Medical Examiner's facility. *A concurrent evaluation of both site options is needed. It is anticipated that this public input process would be developed and scheduled after the funding for this phase is approved in October 2013. A recommendation to Commissioners Court would be scheduled after the public input process is completed. Please note that work continues with the option to locate with the new medical school initiative if appropriate building plans move forward in the time that will accommodate this process.*

Project Delivery Method Selection – In October 2011, the consultant Crime Lab Designs explained to the Commissioners Court that they recommended the Design-Bid-Build method of project delivery, due to the specialized technical nature of the Medical Examiner facility. Consultation with the Purchasing Office followed by discussion with Commissioners Court is needed to occur concurrently with the budget process to determine the best-value project delivery method.

Assuming Development Scenario One and Design-Bid-Build (or Construction-Manager-at-Risk) delivery methods, with project management services provided internally by the County, the design phase budget request based on the consultant's estimates in the October 2011 report, is:

\$2,100,000 Planning and Design professional fees (includes services for entire project)  
 \$ 100,000 Survey & Geotechnical services  
 \$2,200,000 Total Planning and Design Phase Budget

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

As discussed by Crime Lab Design in the presentation to Commissioners Court on November 8, 2011, the project timeline based on a design-bid-build delivery method requires approximately one year for design and two to three years for construction, plus the time needed for procurement of the professional services and construction services. As noted above, Commissioners Court approval of the site selection, development scenario selection and project delivery method selection are all needed prior to commencement of the project, and are assumed will occur as follows:

May 2013 - Sep. 2013	Development Scenario and Delivery Method Selections
Oct. 2013 - Jan. 2014	Public Input Process and Site Selection
Feb. 2014 - Apr. 2014	Professional Services Procurement
May 2014 - Apr. 2015	Planning and Design Phase, including Program Validation
May 2015 - Jul. 2015	Construction Services Procurement and Permitting
Aug. 2015 - Jul. 2017	Construction, including Equipment Installation and Commissioning
Aug. 2017 - Sep. 2017	Move-in and Transition

**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.

NA

**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
NA				

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

Funding this request would help ensure that a new Medical Examiner facility could be developed in a timely manner to permit the TCMEO to meet National Association of Medical Examiners (N.A.M.E.) accreditation standards in the context of continuous growth of demand for ME services in Travis County and the current 42 outside county service 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.

Not funding this request could delay the development of the new Medical Examiner facility and possibly cause Travis County to decline to provide services to some outside counties in the current 42 county service area in order to maintain N.A.M.E. accreditation.

**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.

NA

8.	Additional Revenue: Does this proposal generate additional revenue? Y/N	NA
	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>	NA
9.	If requesting a new position(s), is office space currently available? Y/N	NA
	If no, attach plan from Facilities Management explaining how to acquire space for	

<b>this proposal. If yes, identify proposed position location below:</b>			
<b>Building Location#</b>		<b>Floor #</b>	
<b>Suite/Office #</b>		<b>Workstation #</b>	
<b>10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).</b>			
Based on the assumed "Scenario One – Baseline," the proposed new Medical Examiner's facility will be 51,274 gross square feet of office, laboratory and morgue space plus parking area, service yard, security fence, landscaping and utility infrastructure improvements. The new Medical Examiner facility will meet the functional and other project requirements as reported in the Needs Analysis and Financial Feasibility Report, dated October 2011, prepared by Crime Lab Design. This FY 2013 budget request is for the design phase costs of \$2.2 million. The direct construction cost estimate is \$20.3 million and the overall project cost estimate is \$27 million including cost escalation to 2015.			
<b>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)?</b>			
Yes, because this is new construction.			



**FY 2014 BUDGET REQUEST ANALYSIS**

**Req #7: StarFlight Resurface Hangar Floor**

**Req #8: StarFlight Install Energy Efficient Lighting – Hangar**

 **Req #K23: StarFlight Facility Phase 2 Expansion**


**Fund: 0001**

	<b>FY 14 Request</b>	<b>PBO Recommendation</b>	<b>FY 15 Cost</b>
<b>FTEs</b>	0	0	0
<b>Personnel</b>	\$0	\$0	\$0
<b>Operating</b>	\$67,000	\$67,000	\$0
<b>Subtotal</b>	\$67,000	\$67,000	\$0
<b>Capital</b>	\$494,404	\$0	\$0
<b>Total Request</b>	\$561,404	\$67,000	\$0

***Dept. Summary of Request:***

**Req #7: StarFlight Resurface Hangar Floor, \$35,000** – The existing epoxy floor at the StarFlight helicopter maintenance facility is deteriorating and in need of resurfacing.

**Req #8: StarFlight Install Energy Efficient Lighting – Hangar, \$32,000** – The existing metal halide lights are in constant use for maintenance of helicopters. The lights rapidly lose their lumen output and must be changed frequently. The metal halide lights will be replaced with an energy efficient LED fixture. The expected life of a LED light fixture is at least 10 years.

 **Req #K23: StarFlight Facility Phase 2 Expansion, \$494,404** – This project is for Phase II of the StarFlight Facility and will provide needed expansion, as per the original 1998 plan. This expansion will provide additional hangar space and concrete helicopter parking/landing space.

***PBO Recommendation:*** PBO recommends funding of the two maintenance projects to resurface the hangar floor (\$35,000 in one-time resources) and install energy efficient lighting (\$32,000 in one-time resources). PBO does not recommend funding for the hangar expansion.

***Budget Request Performance Measures:***

The department did not submit performance measures for this request.

***Additional Comments:*** PBO is recommending the two maintenance projects because they will result in a safer environment for maintenance staff. The epoxy floor covering is original to the building from 1999. The epoxy floor covering protects the base concrete from various chemicals and oil used during helicopter repairs and maintenance. The new lights will provide improved lighting in the hangar.

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**\* PBO is not recommending the hangar expansion because it is not critically needed at this time. As part of the discussions with Commissioners Court during the FY 13 budget process, the StarFlight management indicated that there were no costs beyond the new firefighting helicopter and its direct operating costs that were anticipated. In a conversation with StarFlight management earlier this summer, PBO confirmed that a hangar expansion was not needed at this time. The photograph below shows the four helicopters safely parked in the existing hangar.**



In subsequent conversations with the County Executive over StarFlight, PBO has learned that there may be a request for funding discussed with Commissioners Court for an assessment of the StarFlight facility to ensure that it could sufficiently protect the helicopters during severe weather events.

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**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Starflight Facility Phase 2 Expansion	23
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Planning Design & Construction	
<b>Funds Center:</b>	001 / 14 / 05	
<b>Total Amount of Request:</b>	\$494,404	
<b>Collaborating Departments/Agencies:</b>	Starflight	
<b>Contact Information (Name/Phone):</b>	Gabriel Stock, AIA 854-5240	

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

This Project is for Phase II of the Starflight Facility and will provide needed expansion, as per the original 1998 plan. This expansion will provide additional hanger space and concrete helicopter parking/landing space.

**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 the Starflight facility was original designed in 1998, the design included two phases. The first phase was built out and turned over to the County. The second phase of the original plan for the facility has not been completed. This second phase of the project will add approximately 4,125 square feet of space located at the north end of the hangar for an additional helicopter hanger and crew space. The project will also provide an additional 3,400 square feet of concrete ramp surface in front (to the east) of the hanger addition.

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

Design could start early FY14. Construction would start in the 3<sup>rd</sup> Qtr. of 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.**

NA

**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
NA				

<b>5b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:</b>				
Expanding the Hanger would provide the needed space that was originally proposed for the Starflight operation. It would provide more space for the helicopters and equipment which would allow for easier storage and maintenance. It would create a safer more efficient environment for staff and equipment.				
<b>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.</b>				
Starflight would continue to have to make do with the existing hanger space limitations.				
<b>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.</b>				
NA				
<b>8.</b>	<b>Additional Revenue: Does this proposal generate additional revenue? Y/N</b>			<b>No</b>
	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>			
<b>9.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>			
	<b>If no, attach plan from Facilities Management explaining how to acquire space for this proposal. If yes, identify proposed position location below:</b>			
	<b>Building Location#</b>		<b>Floor #</b>	
	<b>Suite/Office #</b>		<b>Workstation #</b>	
<b>10a. Supplemental Information for Capital Projects. Please describe the scope of the project (Do not include acronyms or department specific terms).</b>				
This expansion would provide additional hanger space and concrete helicopter parking/landind space.				
<b>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)?</b>				
Yes. It would expand the existing hanger.				

## FY 2014 BUDGET REQUEST ANALYSIS

**Req #: 4 Financial Analyst, Sr**

**Fund: 0001 General Fund**

	FY 14 Request	PBO Recommendation	FY 15 Cost
<b>FTEs</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$69,808</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$69,808</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$3,179</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$72,987</b>	<b>\$0</b>	<b>\$0</b>

Omitted Operating cost added 07/30/13

***Dept. Summary of Request:***

Request for one FTE full time financial analyst senior position to support and assist the department financial analyst lead in supporting all the divisions (fund and cost centers) under the Emergency Services umbrella.

There has been an overwhelming growth in financial duties since the entire STAR Flight Program moved over to the County in FY 09-10. This includes but not limited to, medical billing reconciliations, Circuit of the Americas (COTA) billings, Organ Transport billing, helicopter camera fees/billing and collections, new fire helicopter and upcoming challenges with workload due to sharing of resources and reimbursement of expenditures by the State. In addition, the Fire Marshal will be accepting payments through the new "My Permit Now" application via credit cards, still in the testing phase. In conclusion, the SAP transitioning has required many extra hours and responsibilities in not only the duties of the position but in assisting and training the other staff in the ES departments and divisions. The current financial analyst supports all ES divisions and growth equals more financial responsibilities and demands, resulting in needing this support position back into the department.

***PBO Recommendation:***

When Criminal Justice Planning moved from the County facility at 5501 Airport to 700 Lavaca, the Financial Analyst approved in FY 2009 to serve both Criminal Justice Planning and Emergency Services moved as well. Last year, the Emergency Services requested an additional Financial Analyst to support the general administrative functions of the County Executive of Emergency Services. As with other areas of Travis County, the Financial Analyst, Lead is struggling with acclimating to SAP while managing the existing day to day workload.

An examination of EMS and ES positions by PBO reflects that there are a total of 18 FTE in ES and 32 FTE in EMS. These two departments have two administrative FTE in STARflight, (one of which has been vacant since July 2012;) and four administrative/financial positions in ES. Two administrative positions are in the Fire Marshal's Office and two are assigned to the division with the County Executive. In addition the department has a Contract Compliance

Specialist, a Public Information Officer and a Planner/Research Specialist. Combined, these staff totals 9.0 FTE.

Given the department's current resources, PBO recommends examining the possibility of reallocating existing positions within the department to assist with meeting this need either through reorganization of a job function or reclassification of job responsibilities within the department.

Part of the administrative overhead is generated by the dispersion of responsibilities to three separate locations, (four counting CTECC), which has some administrative support through the interlocal.

This is excluding the Medical Examiner which largely operates separate from ES and EMS, administratively.

***Budget Request Performance Measures:***

PBO recommends specific performance measures be formulated to support this request if the department wishes to discuss it with Commissioners Court. Such measures should demonstrate the need for the position as well as tie back to the overall performance measures of the department to solidify why alternatives such as those suggested by PBO cannot accommodate the request for new resources.

**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Financial Analyst Senior	4
<b>Name of Program Area (From applicable PB-3 Form)</b>	Emergency Services Administration	
<b>Funds Center:</b>	0001 1470030001	
<b>Total Amount of Request:</b>	\$72,201	
<b>Collaborating Departments/Agencies:</b>		
<b>Contact Information (Name/Phone):</b>	Danny Hobby 854-4416	

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

Request for one FTE full time financial analyst senior position to support and assist the department financial analyst lead in supporting all the divisions (fund and cost centers) under the Emergency Services umbrella.

**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.**

There has been an overwhelming growth in financial duties since the entire *STAR Flight* Program moved over to the County in FY09-10. This includes but not limited to, medical billing reconciliations, Circuit of the Americas (COTA) billings, Organ Transport billing, helicopter camera fees/billing and collections, new fire helicopter and upcoming challenges with workload due to sharing of resources and reimbursement of expenditures by the State. In addition, the Fire Marshal will be accepting payments through the new "My Permit Now" application via credit cards, still in the testing phase. In conclusion, the SAP transitioning has required many extra hours and responsibilities in not only the duties of the position but in assisting and training the other staff in the ES departments and divisions. The current financial analyst supports all ES divisions and growth equals more financial responsibilities and demands, resulting in needing this support position back into the department.

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

To provide quality financial information and more time for analysis of current budgets, contracts, grants, billings, revenue generation, and day to day financial review and responsibilities. Anticipated timeline in filling this position is as soon as possible after October 1, 2013.

**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.**

Position will be evaluated and measured in accordance to standard financial standards, along with HRMD and departmental evaluation methods. We are in search of a comparative analysis of similar local programs within the county departments, but if none is found we will research outside resources within other governmental organizations.

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**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
To be determined.				

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

The new FTE will alleviate the more than substantial workload already being performed by our current Lead Financial Analyst and service levels for on-going projects, contract negotiations, studies, new grants, along with their financial administrative needs which could potentially impact all performance measures and program outcomes in all divisions. The conversion to the new financial software (SAP) has also taken more time away from completion of on-going tasks. In addition, SAP has moved some of the transaction processing to the department level which takes more steps and time away from day to day activities.

**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 impact of heavy work load can affect quality of work product, retention and moral o employee who has been performing current financial administrative duties as needed for all divisions since losing the shared support person that moved when Justice and Public Safety moved to 700 Lavaca. Deadlines and reporting may not be met or delayed for ES departments and divisions.

**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.

Emergency Services currently has the available space and FFE with the exception of a computer.

<b>8.</b>	<b>Additional Revenue:</b> 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>	

<b>9.</b>	<b>If requesting a new position(s), is office space currently available? Y/N</b>	Y
	<b>If no, attach plan from Facilities Management explaining how to acquire space for</b>	



this proposal. If yes, identify proposed position location below:			
Building Location#	5501 N. Airport Blvd	Floor #	2
Suite/Office #	203B	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, higher quality work product, frees up time to build in better efficiencies in day to day financial activities.			

**FY 2014 BUDGET REQUEST ANALYSIS**

**Req #: 05 & 06 Hazardous Materials Coordinator and Agreement with Austin Fire Department for Emergency Hazardous Materials Response  
Fund: 0001 General Fund**

<b>Option A</b>	<b>FY 14 Request</b>	<b>PBO Recommendation</b>	<b>FY 15 Cost</b>
<b>FTEs</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$83,717</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$80,000</b>	<b>Included as an Earmark</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$163,717</b>	<b>Included as an Earmark</b>	<b>\$0</b>
<b>Capital</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$163,717</b>	<b>Included as an Earmark</b>	<b>\$0</b>

<b>Option B</b>	<b>FY 14 Request</b>	<b>PBO Recommendation</b>	<b>FY 15 Cost</b>
<b>FTEs</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Personnel</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Operating</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Subtotal</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Request</b>	<b>\$130,000</b>	<b>\$0</b>	<b>\$0</b>

***Dept. Summary of Request:***

The department submitted two alternatives for continuing the HazMat Coordinator position for FY 14 and beyond. The first, whose costs are listed above, requests the General Fund assume costs for the formerly grant funded HazMat Coordinator as a County Employee. The second option would have the City of Austin assume coordination responsibilities, which they have agreed to do for \$50,000.

Both proposals call for the City of Austin to become the primary responder for HazMat calls countywide for an additional \$80,000. The total request if the current position is continued by Travis County is \$163,717. If the position is continued by the City the total cost of the proposal is \$130,000.

From the departmental request: (Paragraph breaks added by PBO)

*The Hazardous Materials Coordinator position was originally funded through an Urban Area Security Initiative grant in 2010. The position was filled in 2011 and the grant ended December 31, 2012. The Department was provided funds through the budget process in 2013 to continue*

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*the position through FY13. This request is for salary and benefits only. The Coordinator already has a vehicle and the Office of Emergency Management will cover the operating costs.*

*While discussions are currently under way with the City of Austin to provide Hazardous Materials response within the County, the position is still needed to maintain the grant funded equipment and provide technical expertise to the County fire departments as well as other County departments. This position is also responsible for the identification and disposal of illegally dumped hazardous materials on county right-of-way and oversight of the contract for these services.*

*During the time the position has been filled, the Coordinator has provided basic HazMat Training for TNR, HazMat and Self Contained Breathing Apparatus training for TCSO SWAT plus air monitoring for the SWAT on several missions and assisted the County Attorney's Environmental Investigators with several cases that required material sampling and air monitoring. Within Emergency Services, this position has taken on the responsibility of cleaning up and maintaining the large inventory of first responder equipment plus that of Emergency Services itself.*

*At least on one occasion, the Coordinator assisted the Risk Management Department with air monitoring on an indoor air quality complaint. This position also serves as a liaison to the other HazMat Teams and participates on numerous committees dealing with local and regional public safety issues. One of those committees is the Illegal Dumping Committee. Due to the Coordinator's level of expertise, TNR requested he become a Certified Fuel Manager to serve as a backup to their personnel.*

*Due to the Coordinator's knowledge, along with the grant funded equipment, this position provides Travis County a level of expertise that is not currently available within the County. Continued funding of the position fits into the mission and services provided by Emergency Services/Emergency Management by providing assistance to agencies/departments in planning, conducting drills and exercise and would also support the Emergency Operations Center during times of activation.*

***PBO Recommendation:***

The HazMat Coordinator position was initially started as a grant funded position to support the ESDs. The grant terminated in the middle of FY 13 and through the budget process, funding was continued through FY 13. At the time of the FY 13 Budget process, PBO wrote : "This is similar to the interim funding recommendation included in the Preliminary Budget in FY 12. Emergency Services was able to continue funding during FY 12 for another 16 months. Emergency Services will need to pursue further grant funding or ESD support to continue this position in FY 14."

Not only have new grant funds not been found to continue the position, but now the department reports:

*As of April 1, 2013 the County Fire Departments (ESDs) stopped their response efforts with regard to emergency hazardous materials due to funding issues. AFD offered to respond to*

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*these incidents for the remainder of the year in exchange for the County's hazardous materials trucks, trailers and equipment (located previously in emergency services districts stations) along with the liaison services of the Travis County Hazardous Materials Coordinator. For FY14 and beyond, AFD is asking for \$80,000 annually to provide that response capability once provided by the County Fire Departments.*

What started as a completely grant funded position and grant funded equipment to support the ESDs is now proposed to become a fully 100% funded County-wide HazMat response program. Up until now, this has not been a County mandate and PBO is concerned about the County assuming responsibility for a program which has significant potential cost implications. While the initial costs are relatively small, future costs will increase. As equipment provided through grant funds and by the ESDs becomes unusable, it will need to be replaced and as the County grows, costs for preparedness will also grow.

PBO recommends that the County Executive for Emergency Services works with the ESDs and smaller municipalities in the County to have some level of cost recovery for extending this service into these areas, which previously had not been a County expense, which could offset the proposed cost of either option. The County Executive for Emergency Services is currently developing similar proposals related to cost recovery for ground EMS service.

As there is a position involved, and there has already been discussions with the City on this project, PBO is recommending an earmark on Allocated Reserve of \$163,717 to continue the existing position as a County Employee and fund the cost of service with the City of Austin, in the event the Court wishes to expand HazMat services to the unincorporated areas of the County.

***Budget Request Performance Measures:***

<b>Description</b>	<b>Actual FY 12 Measure</b>	<b>Revised FY 13 Projected Measure</b>	<b>Projected FY 14 Measure at Target Budget Level</b>	<b>Revised FY 14 Measure with Additional Resources</b>
Assist Cities/Agencies with Planning	25	30	20	30
# of Drills/Activation	7	7	6	9
EM/HazMat Training Provided/Taken	24	25	10	20
HazMat Responses	27	25	10	25

**FY 2014 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Hazardous Materials Coordinator and Agreement with Austin Fire Department for Emergency Hazardous Materials Reponse- Transition Plan A	5
<b>Name of Program Area (From applicable PB-3 Form)</b>	Emergency Management	
<b>Funds Center:</b>	0001 1470040001	
<b>Total Amount of Request:</b>	\$82,866/\$80,000 = \$162,866	
<b>Collaborating Departments/Agencies:</b>	Emergency Services, TCSO, TNR, County Attorney	
<b>Contact Information (Name/Phone):</b>	Pete Baldwin 974-0472	

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

This request is to provide funding for the continuation of the Hazardous Materials Coordinator position in the Office of Emergency Management and to provide funding for a contract with the Austin Fire Department for Emergency Hazardous Materials response.

**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 Hazardous Materials Coordinator position was originally funded through an Urban Area Security Initiative grant in 2010. The position was filled in 2011 and the grant ended December 31, 2012. The Department was provided funds through the budget process in 2013 to continue the position through FY13. This request is for salary and benefits only. The Coordinator already has a vehicle and the Office of Emergency Management will cover the operating costs. While discussions are currently under way with the City of Austin to provide Hazardous Materials response within the County, the position is still needed to maintain the grant funded equipment and provide technical expertise to the County fire departments as well as other County departments. This position is also responsible for the identification and disposal of illegally dumped hazardous materials on county right-of-way and oversight of the contract for these services. During the time the position has been filled, the Coordinator has provided basic HazMat Training for TNR, HazMat and Self Contained Breathing Apparatus training for TCSO SWAT plus air monitoring for the SWAT on several missions and assisted the County Attorney's Environmental investigators with several cases that required material sampling and air monitoring. Within Emergency Services, this position has taken on the responsibility of cleaning up and maintaining the large inventory of first responder equipment plus that of Emergency Services itself. At least on one occasion, the Coordinator assisted the Risk Management Department with air monitoring on an indoor air quality complaint. This position also serves as a liaison to the other HazMat Teams and participates on numerous committees dealing with local and regional public safety issues. One of those committees is the Illegal Dumping Committee. Due to the Coordinator's level of expertise, TNR requested he become a Certified Fuel Manager to serve as a backup to their personnel. Due to the Coordinator's knowledge, along with the grant funded equipment, this position provides Travis County a level of expertise that is not currently available within the County. Continued funding of the position fits into the mission and services provided by Emergency Services/Emergency Management by providing assistance to agencies/departments in planning, conducting drills and exercise and would also support the Emergency Operations Center during times of activation.

As of April 1, 2013 the County Fire Departments (ESDs) stopped their response efforts with regard to emergency hazardous materials due to funding issues. AFD offered to respond to these incidents for the remainder of the year in exchange for the County's hazardous materials trucks, trailers and equipment (located previously in emergency services districts stations) along with the liaison services of the Travis County Hazardous Materials Coordinator. For FY14 and beyond, AFD is asking for \$80,000 annually to provide that response capability once provided by the County Fire Departments.

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

Funding this position and response services would continue to provide the ability to meet department requests for assistance in training, air monitoring, product sampling and advice on hazardous material situations. These efforts would continue to expand through FY14 with funding.

**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 funding of the position and contract services would be evaluated using Emergency Management performance measures. I am not aware of any comparative analysis of similar local programs.

**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
Assist Cities/Agencies with Planning	25	30	20	30
# of Drills/Activation	7	7	6	9
EM/HazMat Training Provided/Taken	24	25	10	20
HazMat Responses	27	25	10	25

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

Funding of the position and contract services would have a significant impact on the performance measures by adding an additional person that is actively involved in assisting agencies and departments and providing training/exercise scenarios for departments and having capable AFD response teams available upon request.

**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.**

Travis County would not have the level of expertise to deal with departmental requests for assistance in air monitoring or hazardous materials disposal or the ability to provide in-house response teams to Emergency Hazardous Materials events.

**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.

There are not any grant funds available and I am not aware of any discussions with other agencies on any collaborative efforts.

8.	<b>Additional Revenue:</b> 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:	
	<b>Building Location #</b>	5010 Old Manor Road
	<b>Suite/Office #</b>	330
	<b>Floor #</b>	3 <sup>rd</sup>
	<b>Workstation #</b>	3301

**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)?**

This requested item meets the definition of improvement because of dedicated hazmat coordination by a County employee and hazmat service response will now be delivered by specialize teams within the Austin Fire Department.

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