

## Back Up for Budget Hearings

August 14, 2014

Juvenile Probation - 1:30 pm to 2:30 pm

Security – 2:30 pm to 3:00 pm

Tax Office- 3:15 pm – 4:15 pm

Juvenile Probation

Budget Hearing Back-Up

August 14, 2014

# **ITEMS TO BE DISCUSSED BY JUVENILE PROBATION DEPARTMENT**

- Juvenile Supervision Officers
- Juvenile Facility Sheriff's Deputies
- Vocational and Educational Programming  
(Year 1)

**FY 2015 PRELIMINARY BUDGET  
Juvenile Probation (145) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 2014 Adopted Budget</b>	<b>36,466,301</b>	<b>8,096</b>	<b>36,474,397</b>	<b>406,067</b>	<b>36,880,464</b>	<b>466.00</b>		<b>3</b>
<i>FY 14 Target Programmatic Adjustments</i>								
Remove One-Time Compensation Increase for Red-lined Employees	-	(8,096)	(8,096)		(8,096)			3
Annualize Salary for FY 2014 Delayed Position	19,214	-	19,214		19,214			3
Remove Capital	-	-	-	(406,067)	(406,067)			3
<b>Subtotal- Target Adjustments</b>	<b>19,214</b>	<b>(8,096)</b>	<b>11,118</b>	<b>(406,067)</b>	<b>(394,949)</b>	<b>-</b>		
<i>FY 2015 Target Compensation and Benefit Adjustments</i>								
Reverse Medical Adjustment	-	151,392	151,392		151,392			3
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	<b>-</b>	<b>151,392</b>	<b>151,392</b>	<b>-</b>	<b>151,392</b>	<b>-</b>		
<i>FY 2015 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 2015 Target Budget</b>	<b>36,485,515</b>	<b>151,392</b>	<b>36,636,907</b>	<b>-</b>	<b>36,636,907</b>	<b>466.00</b>		<b>3</b>
<b>FY 2015 Budget Submission</b>	<b>36,636,907</b>	<b>-</b>	<b>36,636,907</b>	<b>-</b>	<b>36,636,907</b>	<b>466.00</b>		<b>3</b>
<i>FY 2015 Preliminary Budget Programmatic Recommendations</i>								
Potential Loss – Juvenile Justice Department State Aid	-	-	-		Reserve	-	Reserve - amount pending	13
Increase Current Allocation in County Reserves	-	-	-		Reserve	-	Reserve - amount pending	19
New Master Plan, Phase II – Master Plan development	-	-	-		CAR Reserve	-	PBO recommends a \$400,000 earmark on CAR Reserve for this purpose	24
Kitchen Equipment	-	-	-	85,734	85,734	-	PBO recommends funding for kitchen equipment	27
Replacement Vehicles as provided by TNR	-	-	-	49,000	49,000	-	PBO recommends funding for the replacement of two vehicles in the department that meet the replacement criteria for age and mileage	30
Rebudget JCMS Year 1	-	-	-		Reserve	-	PBO recommends that the FY 2014 portion of the IJS Reserve related to the Juvenile Case Management project should be rebudgeted in FY 2015	34
<b>Subtotal- Prelim Programmatic Recommendations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>134,734</b>	<b>134,734</b>	<b>-</b>		

**FY 2015 PRELIMINARY BUDGET  
Juvenile Probation (145) - General Fund**

<i>FY 2015 Preliminary Budget Compensation and Benefits Recommendations</i>										
Workers Compensation Adjustment	16,309	-	16,309		16,309	-		16,309		5
Medical Insurance Increase	183,290	-	183,290		183,290	-		183,290		4
<b>Subtotal- Prelim Compensation and Benefit Recommendations</b>	<b>199,599</b>	-	<b>199,599</b>		<b>199,599</b>	-		<b>199,599</b>		
<i>FY 2015 Preliminary Budget PBO and Other Changes</i>										
Transfer to RMCR for Two Copiers	(2,428)	-	(2,428)		(2,428)	-		(2,428)		4
Increase General Fund Transfer to Truancy Court	507	-	507		507	-		507		4
<b>Subtotal- Prelim PBO and Other Changes</b>	<b>(1,921)</b>	-	<b>(1,921)</b>		<b>(1,921)</b>	-		<b>(1,921)</b>		
<b>FY 2015 Preliminary Budget</b>	<b>36,834,585</b>	-	<b>36,834,585</b>	<b>134,734</b>	<b>36,834,585</b>	-	<b>134,734</b>	<b>36,969,319</b>	<b>466.00</b>	<b>3</b>
<i>Total Changes</i>										
Difference - FY 2015 Prelim Budget Less FY 2014 Adopted Budget	368,284	(8,096)	360,188	(271,333)	88,855	-				
Difference - FY 2015 Prelim Budget Less FY 2015 Target Budget	349,070	(151,392)	197,678	134,734	332,412	-				

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**FY 2015 PRELIMINARY BUDGET  
Budget Requests Not Recommended for Funding**

<i>Budget Requests</i>	Ongoing Total	One-Time Total	Subtotal Operating Budget	Capital	Total Requested	FTE	PBO Comments	Page #
Vocational and Educational Programming (Barber Education)	\$ 99,704	\$ -	\$ 99,704	\$ 57,814	\$ 157,518	1.50	PBO does not recommend this programmatic enhancement request for inclusion in the Preliminary Budget	10
Direct Care Staffing Requirements	\$ 209,394	\$ 525	\$ 209,919	\$ 10,960	\$ 220,879	4.00	PBO does not recommend this staffing request for inclusion in the Preliminary Budget	15
New Master Plan, Phase II - Master Plan development	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ 400,000		PBO recommends that funding for this phase be delayed until FY 2016	24
Sheriff Deputies - Security Officer Enhancement	\$ 132,733	\$ 16,492	\$ 149,225	\$ -	\$ 149,225	2.00	PBO does not recommend this staffing request for inclusion in the Preliminary Budget	26
Copiers for Domestic Relations Office and Medical Services	\$ 4,364	\$ -	\$ 4,364	\$ -	\$ 4,364		PBO recommends that the department attempt to fund the copier lease internally	32
JCMS Year 2	\$ -	\$ 622,795	\$ 622,795	\$ -	\$ 622,795		At this time, PBO does not recommend funding for the Year Two portion of the JCMS request	34
<b>Total Unfunded Budget Requests</b>	<b>\$ 446,195</b>	<b>\$ 1,039,812</b>	<b>\$ 1,486,007</b>	<b>\$ 68,774</b>	<b>\$ 1,554,781</b>	<b>7.50</b>		

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# Travis County Juvenile Probation Department

## FY 2015 Preliminary Budget Hearing

### Commissioners Court

Samuel T. Biscoe – County Judge

Ron Davis – Pct. One

Bruce Todd – Pct. Two

Gerald Daugherty – Pct. Three

Margaret Gomez – Pct. Four

August 14, 2014

# FY 15 BUDGET CONSIDERATIONS

	General Fund Request	Preliminary Budget
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DEPARTMENT REQUESTS		
Juvenile Supervision Officers (4 FTE)	\$ 220,879	\$ -
Juvenile Facility Sheriff's Deputies - 2 FTE	\$ 149,225	\$ -
*Vocational & Educational Programming YR 1 (1.5 FTE)	\$ 157,518	\$ -
	<b>\$ 527,622</b>	<b>\$ -</b>

\* Department will absorb \$156,600 for the cost of facility space

<b>GRAND TOTAL:</b>	<b>\$ 527,622</b>	<b>\$ -</b>
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# Priority #1 Juvenile Supervision Officers



**Juvenile Supervision Officers - 4 RTO III**

**\$ 220,879**

*This package was requested in FY 2013*

## Priority Indicators

- The request for the 4 FTE's is to maintain the number of staff required to provide necessary staffing and supervision of juveniles in the secure Intermediate Sanctions Center (ISC)
- Programming structure, levels of supervision, and lengths of stay require that critical staffing assignments be in place at all times
- Identified higher needs and risk factors of juveniles require consistent staffing levels to provide supervision, programming, counseling, and treatment components
- Youth committed to the ISC through the enactment of SB 511 or the Local Commitment Program will have specific longer lengths of stay as required by the provisions of the legislation
- Supervision officers provide the level of care, safety, and security needed to operate a secure Residential program

## Program Considerations

Measure Name	FY 2011	FY 2012	FY 2013	FY 2014 (ytd)	FY 2015 (projected)
Average Daily Population	64	76	72	80	83
Total # served	233	248	267	280	294

# Staffing Factors Residential Services

Overtime / Temp Trends					
Year	Overtime	+/-	Temp	+/-	ADP
2011	\$ 409,385	9%	\$ 336,676	-11%	64
2012	\$ 515,701	21%	\$ 308,103	-9%	76
2013	\$ 523,400	1%	\$ 321,088	4%	72
2014 (proj)	\$ 619,381	15%	\$ 303,681	-6%	83

Current Vacancies		
# Vacant		Total # Officers
3	Temps	30
7	Full - time	70

Turnover Rate		
Year	# of Emp.	Turnover Ratio
2011	10	11%
2012	13	14%
2013	9	9%

Workers Compensation Claims			
Year	2011	2012	2013
Total Incidents	7	20	27
Average Length on WC	10 weeks	12 weeks	11 weeks

# Residential Activity Affecting Overtime Costs

Calendar Year	Injuries to Staff by Youth			
	2011	2012	2013	Through June 30, 2014
<b>Number</b>	16	15	16	8

Calendar Year	Supervision Assignments Requiring 1:1 or Increased Supervision Monitoring			
	2011	2012	2013	Through June 30, 2014
<b>Number</b>	50	79	42	21

Calendar Year	Youth Assaults			
	2011	2012	2013	Through June 30, 2014
<b>Number</b>	88	43	52	33

Calendar Year	Gang Related Incidents			
	2011	2012	2013	Through June 30, 2014
<b>Number</b>	22	27	9	8

Calendar Year	Juvenile Needs			
	2011	2012	2013	Through June 30, 2014
<b>High Risk Factors</b>	68%	67%	67%	62%
<b>Felony Offenses</b>	49%	50%	60%	70%
<b>Mental Health Needs</b>	30%	25%	26%	25%
<b>Substance Abuse Treatment</b>	27%	25%	20%	18%
<b>Reported Gang Involvement</b>	39%	34%	32%	35%

# Priority #2 Juvenile Facility Sheriff's Deputies



## Package Cost

**Security Officers - Sheriff's Deputies - 2 FTE**      \$      **149,225**

*This package was requested in FY 2013*

## Priority Indicators

- The Deputies will provide screening and security on campus at both main entrances of the building at the ISC and Main Lobby
- ISC is a 24 hour secure program for juveniles
- Operations involve access by the public from 7:00 a.m. to 7:00 p.m.
- Activities include court hearings, on-site reporting by juveniles, victim mediations, attorney consultations, juveniles and families reporting for assessments, probation meetings, Drug Court, family groups
- On-site presence and experience of law enforcement promotes safety and deterrence of illegal activity

## Safety Considerations

- ❖ In the last year, Deputies have found weapons, to include a handgun, on persons trying to enter the building
- ❖ Multiple incidents of disruptive & unruly conduct in the courtrooms and lobby areas
- ❖ Other incidents have included possession of controlled substances, criminal mischief and theft

# Priority #3 Barber School Program



## Package Cost

**Barber School Program - 1.5 FTE** **\$ 157,518**

## Priority Indicators

- The development of a Barber School would enhance a continuum of learning opportunities for youth in the secure ISC Program
- Completion of the program would lead to employability skills for juveniles and potentially transition them to employment opportunities
- Provides training and educational programming
- The program will support the continuation of practices that promote successful re-entry to the community

## Program Considerations

- ❖ The Travis County Juvenile Probation Department would provide for space and facility requirements through internal resources (\$156,600)
- ❖ The Department will coordinate activities through local partnerships and instructional agencies from within the community
- ❖ Vocational programming and instruction is considered a best practice in assisting to increase success for juveniles in programs

## Program Data

Measure Name	Actual FY 13 Measure	Revised FY 14 Measure	Projected FY 15 Measure at Target Level Budget	Revised FY 15 Measure with Additional Resources
Total # placed in the Vocational & Educational Program	106	136	136	166
# of juveniles discharged	102	132	132	160
% of juveniles successfully completing the program	92%	92%	92%	92%

## FY 2015 BUDGET REQUEST ANALYSIS

### Req 3: Direct Care Staffing Requirements (4 FTEs)

#### Fund: General Fund

	FY 2015 Request	PBO Recommendation	FY 2016 Cost
<b>FTEs</b>	4	0	0
<b>Personnel</b>	\$209,394	\$0	\$0
<b>Operating</b>	\$525	\$0	\$0
<b>Subtotal</b>	\$209,919	\$0	\$0
<b>Capital</b>	\$10,960	\$0	\$0
<b>Total Request</b>	\$220,879	\$0	\$0

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

The Juvenile Probation Department is requesting funding for four additional Juvenile Residential Treatment Officer III positions (RTOs) to restore the number of staff required to provide critical staffing ratios in the Intermediate Sanctions Center (ISC). The functions of these Officer positions include supervision, counseling and treatment, and transportation to Court and medical appointments, in addition to security and safety.

The department reports that in FY 2013, four RTOs were transferred from the ISC to the Day Enrichment Program, which is located on Cameron Road. The staff were assigned to help address supervision, discipline, and security issues at the site. This transfer resulted in a reduction of staffing levels.

The department states that:

Pursuant to standards promulgated by the Texas Juvenile Justice Department (TJJD) and the American Correctional Association, the operation of each of these programs has staffing requirements and staff to juvenile ratios which must be maintained at all times. Current staffing ratios include 1:12 during program hours; and 1:16 during non-program hours (sleeping schedules).

Due to programming considerations, levels of supervision, lengths of stay, juvenile needs and risk factors, it is critical to have required staffing to provide supervision, programming, counseling and treatment components.

Additionally, the Prison Rape Elimination Act (PREA) which passed in 2003 will mandate that by October 1, 2017, staffing ratios [are] to be 1:8 during program hours and 1:12 during non-program hours. The restoration of the four staff to the Residential Program will provide necessary current staffing requirements and

being to address any future staffing requirements as a result of federally mandated staffing requirements.

The department also notes that due to the enactment of SB 511 in December 2013, Travis County juveniles can be committed to the local post adjudication facility in lieu of being committed to TJJD. This program is part of the ISC, and will require the ongoing supervision of staff and maintenance of supervision ratios. The department states that youth committed to the ISC as a result of the enactment of SB 511 or the Local Commitment Program will have specific lengths of stay as required by the provisions of the legislation, will require ongoing supervision needs, and will have requirements for specific levels of care and programming, along with counseling and academic needs.

***PBO Recommendation:***

The Juvenile Probation Department originally requested seven FTEs to assist with compliance with the federal Prison Rape Elimination Act (PREA) at a cost of \$386,145. After further discussions with PBO, the department determined that the PREA staffing was not the highest priority, and the true current need was increased staffing at the ISC. The department therefore revised their request to be four FTEs at a total cost of \$220,879 (including one-time operating and capital).

PBO does not recommend this staffing request for inclusion in the Preliminary Budget. On March 18, 2014 the Commissioners Court approved guidelines to PBO for drafting the Preliminary Budget. This included direction from the Commissioners Court to balance the FY 2015 Preliminary Budget at a level no higher than 1.5% above the effective tax rate. Expected increases in the County cost drivers including increased contributions to health and retirement plans for current County employees, as well as funding for legally mandated services and other critical priorities expressed by the Commissioners Court, consume the available resources for the Preliminary Budget. Therefore, PBO is unable to include many requests, including those for maintenance of current effort FTEs, programmatic enhancements or expansions of programs in the preliminary budget.

***Budget Request Performance Measures:***

Description	Actual FY 13 Measure	Revised FY 14 Measure	Projected FY 15 Measure at Target Budget Level	Revised FY 15 Measure with Additional Resources
Average Daily Population (ADP)	72	80	83	83
Total # served	267	280	294	294
Number of Residential Programs	5	5	6	6

**Additional Comments:**

In the FY 2014 budget process, the Juvenile Probation Department submitted a request for two Residential Treatment Officer III positions that would be housed in the Day Enrichment Program (DEP). The department stated at that time that the program's goal of establishing an effective learning environment for juveniles who have substance abuse and mental health issues and challenging behavior problems was hampered because of the inadequate staffing for juvenile supervision in this satellite location. The department reports that after conducting a 30-day review of the program, the recommendation and decision was made to assign RTOs to the DEP to provide supervision and support.

PBO did not recommend funding for the new FTEs in the FY 2014 Preliminary Budget, and recommended that the department attempt to internally fund the top staffing priorities using permanent salary savings in the personnel budget. At that time, the department expressed a commitment to look to internal funds available from long-term vacancies to fund the needed FTE positions. As a result, it appears that the department transferred four Residential Treatment Officers to the DEP at the Cameron Road facility in April 2013 to address the needs of that program.

The Juvenile Probation Department has provided an analysis of trends in the use of overtime and temporary employees to fill staffing needs over the past four (completed) years, along with the trend in Average Daily Population (ADP).

<b>Residential Overtime Expenditures</b>				
<b>Year</b>	<b>Overtime</b>	<b>Temp</b>	<b>Total</b>	<b>ADP</b>
2010	\$ 373,070	\$ 373,846	\$ 746,916	63
2011	\$ 409,385	\$ 336,676	\$ 746,060	64
2012	\$ 417,520	\$ 409,265	\$ 826,785	76
2013	\$ 393,045	\$ 409,266	\$ 802,311	72

In addition, the department estimates that the cost of current staff using overtime is \$331,111 annually (salaries and associated benefits). The PBO verified cost of salaries and benefits for the four requested Residential Treatment Officer III FTEs at the minimum pay grade is \$209,324. The difference in cost is \$121,787. The department has provided this historical overtime use information for comparison purposes, and it is unlikely that the department would be able to reduce the use of overtime by a corresponding amount with the addition of Residential Treatment Officer III FTEs.

The DEP serves the dual purpose of providing academic instruction and substance use treatment to youth between the ages of 13 and 17 who might otherwise be placed in a secure treatment setting. The department states that the Southwest Key contract for the DEP began in 2008, using state funds from the Texas Juvenile Probation Commission (now Texas Juvenile Justice Department).

In a Commissioners Court work session on November 14, 2013, the Juvenile Probation Department provided an update to the Commissioners Court regarding the enactment of SB 511, the Local Commitment Program for Travis County Juvenile Court that authorizes commitment of juveniles in Travis County with the Juvenile Probation Department until the age of 19. At that time, the full impact of the new legislation was not yet known. The department has since informed PBO of new information regarding the program. On May 28, 2014, the Juvenile Board approved and adopted policies and procedures for implementation of the Local Commitment Program. As of July 9, 2014, two juveniles have been committed to the ISC under the requirements of the Local Commitment Program.

In the same November work session with the Commissioners Court, the Juvenile Probation Department informed Court that as many as 54 additional FTEs would be required to comply with the upcoming federal PREA standard to maintain a 1:8 staffing ratio during program hours. The federal mandates of PREA have programmatic and financial implications for more than one County department. Therefore, it would be beneficial to have this issue discussed in the context of ensuring compliance across all of the County's correctional facilities.

PBO notes that continued preparations for the 2017 PREA staffing ratio will likely include continued work with TJJD to determine if state mandates related to staffing ratios in juvenile detention facilities are changed in the upcoming Legislative Session.

**FY 2015 BUDGET REQUEST ANALYSIS**

**Req 6: Sheriff Deputies - Security Officer Enhancement**  
**Fund: General Fund**

	FY 2015 Request	PBO Recommendation	FY 2016 Cost
FTEs	2	0	0
Personnel	\$128,681	\$0	\$0
Operating	\$20,544	\$0	
Subtotal	\$149,225	\$0	\$0
Capital	\$0	\$0	\$0
<b>Total Request</b>	<b>\$149,225</b>	<b>\$0</b>	<b>\$0</b>

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

The Juvenile Probation Department is requesting ongoing funding for two Sheriff's Deputies to provide building screening and security at the Gardner Betts facility.

The department states:

These additional officers will allow for adequate security screening (7 am to 7 pm) at our Gardner Betts building as well as our W. Jeanne Meurer Intermediate Sanctions Center (ISC). Court hearings are held during the week and may include two to three courtrooms in use at any one time. The Deputies assist in responding to any concerns or security concerns that may be raised in the course of a hearing in the courtroom. Two Deputies currently provide screening and security to the front access of the main building. The programming and campus also includes a secure program, adjacent to the main building and part of the services provided by the Juvenile Probation Department for court ordered juveniles.

The ISC is a 24 hour, 7 day a week operation. Activity includes the supervision of juveniles, families and other community stakeholders conducting business in the facility. Traffic in the course of the day is fairly continuous through the evening hours.

***PBO Recommendation:***

PBO does not recommend funding for this staffing request in the FY 2015 Preliminary Budget.

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***Additional Comments:***

PBO notes that the County is currently in the process of issuing a bid for a new vendor to provide armed security services that will be selected based on qualifications and price. PBO understands that Juvenile Probation will be included as a part of the evaluation committee. The outcome of this process should be known later in the budget process. As such, PBO will include an earmark against the Allocated Reserve based on anticipated hourly rate increase from a new contract. Once the final hourly rate is known, PBO will recommend increases to office's and department's contracted security line so they will have sufficient resources for FY 2015 based on their approved coverage.

***Budget Request Performance Measures:***

The department did not submit performance measures for this request.

***Additional Comments:***

The department brought forward a request for enhanced building security provided by three Travis County Sheriff's Deputies and one supervising Sergeant as a part of the FY 2014 budget at total cost of \$331,692, consisting of \$299,696 of ongoing resources, \$7,856 of one-time operating and \$24,140 of one-time capital. This request was presented to and originally supported by the Security Committee. However, the Commissioners Court requested PBO explore lower cost alternatives with Juvenile Probation that would still meet their needs.

PBO met with the department to discuss their security needs for FY 2014 and explore alternatives other than using additional TCSO Deputies. Based on this discussion, Juvenile Probation revised their request to additional hours of contracted armed guard services at a cost of \$39,780 in ongoing resources. The Commissioners Court approved the revised request and the ongoing resources were added to the department's budget. The department was already using contracted armed guard security services at the W. Jeanne Meurer Intermediate Sanctions Center (ISC), so the approved request provided additional resources to supplement the existing contract. PBO noted at the time that the department could submit a request in a future year if their contacted armed guards were not meeting their needs.

**FY 2015 BUDGET REQUEST ANALYSIS**

**Req 1: Vocational and Educational Programming (Barber Education)**  
**Fund: General Fund**

	FY 2015 Request	PBO Recommendation	FY 2016 Cost
FTEs	1.5	0	0
Personnel	\$80,304	\$0	\$0
Operating	\$19,400	\$0	\$0
Subtotal	\$99,704	\$0	\$0
Capital	\$57,814	\$0	\$0
<b>Total Request</b>	<b>\$157,518</b>	<b>\$0</b>	<b>\$0</b>

**Dept. Summary of Request:**

The Juvenile Probation Department is requesting funds to implement a new youth Barber School vocational program in the department. The department's request includes start-up costs and one-time costs for equipment and one third of the annualized operating cost associated with starting up the barber school vocational program. The department also proposes hiring 1.5 FTEs to facilitate and operate the program and provide employment and job readiness training.

The department provided the following explanation for this program enhancement:

This will assist us to enhance and expand current educational and vocational programs which include start-up costs and program sustainability. We currently supplement our programs thru existing grants. However, the department is seeking to develop and strengthen our current programs by providing a consistent menu of services while fostering our relationship with our community and academic partners. Additionally, with our diversified population and challenging job market, programs must be comprehensive and offer youth training skills that will make them more marketable and increase chances of obtaining and maintaining employment.

Currently, the Juvenile Probation Department has vocational programs for construction, culinary skills and food handler's certification, and General Educational Development (GED) testing. With the addition of a Barber School, the department hopes to increase the number of participants in vocational programs from 136 to 166 youths.

**PBO Recommendation:**

PBO does not recommend this programmatic enhancement request for inclusion in the Preliminary Budget. On March 18, 2014 Commissioners Court approved guidelines to PBO for

drafting the Preliminary Budget. This included direction from the Commissioners Court to balance the FY 2015 Preliminary Budget at a level no higher than 1.5% above the effective tax rate. Expected increases in the County contribution to health and retirement plans for current County employees, as well as funding for legally mandated services and other critical priorities expressed by the Commissioners Court, consume the available resources for the Preliminary Budget.

**Budget Request Performance Measures:**

Description	Actual FY 13 Measure	Revised FY 14 Measure	Projected FY 15 Measure at Target Budget Level	Revised FY 15 Measure with Additional Resources
Total # of juveniles placed in the Vocational & Educational Program	106	136	136	166
# of juveniles discharged	102	132	132	160
% of juveniles successfully completing the program	92%	92%	92%	92%
% of juveniles will be connected to job services upon completion of program within 1 year	95%	95%	95%	100%

**Additional Comments:**

The department provided the following research background for the program:

Research has shown that providing employability skills and opportunities to high risk offenders will increase their success in the community and reduce recidivism. Because many of these youth have not experienced success in traditional academic settings, coupled with mental illness, and/or substance abuse, they have difficulty reintegrating into their communities upon release (The National Reentry Resource Center, 2011).

Additionally, youth often deal with the hurdle of a “double transition” as they leave residential facilities; not only are they transitioning from a correctional facility into the community, but they are simultaneously making the transition from childhood to adulthood (Altschuler & Brash, 2004). Youth who reside in a correctional facility have a greater chance of successful reentry if they receive

services that can prepare them, educationally and vocationally, for life in a non-institutional environment (The National Reentry Resource Center, 2013).

Travis County Juvenile Probation Department (TCJPD) currently offers educational and vocational programs to juveniles in its facilities, and has plans to continually improve in this area for both our long and short term programs. Through recent surveys conducted among our youth residing in our facilities the cosmetology trade was the most selected skill the youths sought after.

**FY 2015 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL (PB-4)**

<b>Name of Budget Request &amp; Priority # of Request:</b>	PREA Staffing Requirements (Phase I)	#
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Residential Services	
<b>Funds Center:</b>	1450400001	
<b>Org Unit Name/#:</b>	145 JvP Res Srvc Direct Care / 100000553	
<b>Total Amount of Request:</b>	\$219,094	
<b>Collaborating Departments/Agencies:</b>		
<b>Contact Information (Name/Phone):</b>	Britt Canary 854-7541	

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

The Prison Rape Elimination Act (PREA) passed in 2003. The final DOJ standards for PREA were published in June of 2012. These standards mandate staffing ratio standards that must be met by October 1, 2017. In order to be in compliance with this mandate, TCJPD Detention and Residential Services will need approximately an additional 21 JSO positions by 2017 to be compliant with PREA. TCJPD proposes that we meet this mandate by phasing in the 21 JSO positions over the next three budget years (FY 15, 16, & 17).

**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.**

PREA 28 C.F.R. 115.313 requires a staff to juvenile supervision ratio of 1:8 during program hours and 1:16 during non-program hours (overnights).

The Detention and Residential current staffing ratios are 1:12 during program hours and 1:16 during non-program hours.

In order to meet the requirement of 1:8 in each area during program hours, an additional 21 JSO positions will be required by October 1, 2017.

The additional staff positions will ensure compliance with the mandated staffing ratios. These staff will be responsible for ensuring that no sexual abuse or sexual harassment occurs at our facility. The various responsibilities of the JSO include orientating new detainees, overseeing hygiene/shower routine, searches, supervising blind spots (areas not seen by a camera) and direct supervision of all juveniles in our facilities.

**3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 2015.**

By phasing in 4 JSO positions each year for three years, the Department will be able to comply with the PREA mandated staffing ratios by 2017.

**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.**

Staffing ratios will be measured by the Daily Supervisory Shift Assignment reports. This can be cross-verified by shift logs and time reports.

**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 2013 Measure	Revised FY 2014 Measure	Projected FY 2015 Measure at Target Level	Projected FY 2015 Measure with Added Funding

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

By funding this request, the Detention and Residential programs will be able to comply with the Federal standards mandated by the Prison Rape Elimination Act.

**6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 2015 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.**

If the funding for additional JSO positions is not approved, the Department will not be able to comply with the staffing ratio requirements of the Prison Rape Elimination Act. PREA audits will determine that the Department is out of compliance with 28 C.F.R. 115.313.

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

This package does not leverage other resources. The request will require collaboration with the Sheriff's Department to provide these services.

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

<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>
<b>NO</b>



**FY 2015 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL (PB-4)**

<b>Name of Budget Request &amp; Priority # of Request:</b>	Juvenile Facility – Sheriff Deputies - Security Officer Enhancement	#
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Travis County Juvenile Probation Department	
<b>Funds Center:</b>	General Fund	
<b>Org Unit Name/#:</b>		
<b>Total Amount of Request:</b>	\$ 148,293	
<b>Collaborating Departments/Agencies:</b>	Travis County Sheriff's Department	
<b>Contact Information (Name/Phone):</b>	Capt. B. Cureton 854-9345 / Estela P. Medina 854-7005	

<b>1. Summary Statement: Include one or two sentences to be included in Commissioners Court materials.</b>
The safety of Judges, staff and public citizens is paramount to our mission in this community. Juvenile Probation operates two main buildings that are accessible to the public which need security.
<b>2. Description of Request: Describe the request, including current issues and how the request relates to the mission and services provided by the department, and arguments in favor of this proposal.</b>
Juvenile Probation is requesting \$148,293 for an additional two (2) Travis County Sheriff's Deputies to provide building screening and security at Gardner Betts - 2515 S. Congress.  These additional officers will allow for adequate security screening (7 am to 7 pm) at our Gardner Betts building as well as our W. Jeanne Meurer Intermediate Sanctions Center (ISC). Court hearings are held during the week and may include two to three courtrooms in use at any one time. The Deputies assist in responding to any concerns or security concerns that may be raised in the course of a hearing in the courtroom. Two Deputies currently provide screening and security to the front access of the main building. The programming and campus also includes a secure program, adjacent to the main building and part of the services provided by the Juvenile Probation Department for court ordered juveniles. The ISC is a 24 hour, 7 day a week operation. Activity includes the supervision of juveniles, families and other community stakeholders conducting business in the facility. Traffic in the course of the day is fairly continuous through the evening hours.
<b>3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 2015.</b>
The outcome of approving this request will be providing a high level of security and safety for Judges, staff, and citizens who have business with the Juvenile Courts, and the Juvenile Probation Department.
<b>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.</b>
The Juvenile Probation Department in conjunction with the Sheriff's Deputies will maintain and track data relevant to the assignment of the Deputies on site as may be requested in the course of the daily operations.
<b>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.</b>

Measure Name	Actual FY 2013 Measure	Revised FY 2014 Measure	Projected FY 2015 Measure at Target Level	Projected FY 2015 Measure with Added Funding
<b>5b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:</b>				
Extending the daily presence of TCSO Officers will improve the safety and security of the Gardner Betts Juvenile Justice Center campus programs and court proceedings.				
<b>6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 2015 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 Department would have to secure the services of private security guard companies to provide safety and security at our location. In light of present incidents around the county, we feel having deputies on site is essential to the safety and security of all concerned.				
<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>				
The requested service of the Sheriff's Department Deputies will be similar to what is currently provided to other Travis County facilities to include the Courthouse and other secure Travis County facilities. Juvenile Probation will designate an office space for these officers. No additional office space, office equipment, or vehicle will be required.				
<b>8.</b>	Additional Revenue: Does this proposal generate additional revenue? Y/N			N
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please send original revenue materials to the Auditor's Office.</i>			
<b>9.</b>	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#	Intermediate Sanction Center	Floor #	1st
	Suite/Office #	Share office with TCSO in GB	Workstation #	Lobby
<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 intended measure of safety and security to the Travis County Juvenile Probation Department and to the Travis County community will be enhanced.				



**FY 2015 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL (PB-4)**

<b>Name of Budget Request &amp; Priority # of Request:</b>		<b>#</b>
<b>Name of Program Area: (From applicable PB-3 Form)</b>	Travis County Juvenile Probation Department's Vocational & Educational program	
<b>Funds Center:</b>	1450390001	
<b>Org Unit Name/#:</b>	JvP Res Srvcs Proj Support	
<b>Total Amount of Request:</b>	\$156,527.00	
<b>Collaborating Departments/Agencies:</b>		
<b>Contact Information (Name/Phone):</b>	Darryl Beatty ext 47007	

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

The department is requesting an amount of \$156,527.00 to enhance the existing vocational and educational programs. Travis County Juvenile Probation (TCJPD) places a priority on preparing juveniles for reentry into the community upon release with the goal to minimize the chance of recidivism while increasing public safety.

**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.**

Travis County Juvenile Probation Department is requesting \$156,527.00 to implement a new youth Barber School vocational program. This amount includes in Year 1 the start-up and one-time cost for equipment (\$57,812.00) and one third of the annualized operating cost associated with starting up the barber school vocational program (\$98,712.00). This will assist us to enhance and expand current educational and vocational programs which include start-up costs and program sustainability. We currently supplement our programs thru existing grants. However, the department is seeking to develop and strengthen our current programs by providing a consistent menu of services while fostering our relationship with our community and academic partners. Additionally, with our diversified population and challenging job market, programs must be comprehensive and offer youth training skills that will make them more marketable and increase chances of obtaining and maintaining employment.

Research has shown that providing employability skills and opportunities to high risk offenders will increase their success in the community and reduce recidivism. Because many of these youth have not experienced success in traditional academic settings, coupled with mental illness, and/or substance abuse, they have difficulty reintegrating into their communities upon release (The National Reentry Resource Center, 2011). Additionally, youth often deal with the hurdle of a "double transition" as they leave residential facilities; not only are they transitioning from a correctional facility into the community, but they are simultaneously making the transition from childhood to adulthood (Altschuler & Brash, 2004). Youth who reside in a correctional facility have a greater chance of successful reentry if they receive services that can prepare them, educationally and vocationally, for life in a non-institutional environment (The National Reentry Resource Center, 2013). Travis County Juvenile Probation Department (TCJPD) currently offers educational and vocational programs to juveniles in its facilities, and has plans to continually improve in this area for both our long and short term programs. Through recent surveys conducted among our youth residing in our facilities the cosmetology trade was the most selected skill the youths sought after.

As part of operating a barber school the department recommends hiring a full-time Employment Specialist that will help youth identify their interests, monitor their progress in coursework, and teach

skills pertaining to job readiness. Additional staff of 0.5 FTE to operate the daily activities and educational requirements of the students attending the barber school, along with a contracted instructor and the supplies to inventory the school will be required on an annual basis to maintain the program (\$129,000.00). As we begin the implementation of the program we understand that in the initial year only 1/3 of the annualized funding will be required (\$98,712.00) to operate the school once it is fully implemented.

**3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 2015.**

We anticipate in the 1<sup>st</sup> year the purchase retro-fitting of a suitable portable building to setup the Barber School in a location within the Travis County Juvenile Probation Department's Property that is conducive to access by our youth and potential Baber School clients. We only anticipate using 1/3 of the annualized operating costs to maintain the school in the 1<sup>st</sup> year.

**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 Travis County Juvenile Probation Department's Research Division will evaluate this program annually. The evaluation will examine the total number of youth served by the program, the percentage of youth successfully completing the program, and recidivism of youth released from the program.

**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 2014 Measure	Revised FY 2014 Measure	Projected FY 2015 Measure at Target Level	Projected FY 2015 Measure with Added Funding
Total # of juveniles placed in the Vocational & Educational Program			106	132
# of juveniles discharged			102	136
% of juveniles successfully completing the program			92%	92%
% of juveniles will be connected to job services upon completion of program within 1 year				

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

The funding will allow us to expand and enhance our existing vocational and education programming as well as serve more of our juveniles. This will in turn increase the number of youth connected to job services and help reduce recidivism rates.

**6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 2015 in terms of meeting statutory/mandated requirements and how service levels and program outcomes will be impacted, and any arguments against this proposal.**

Currently this program provides for vocational and educational programming. However, if additional funding is not allocated, then our vocational and education programs may minimize the chances of success in competing in today's job market.

<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>			
We currently supplement our programs thru existing grants. However, the department is seeking to develop and strengthen our current programs by providing a consistent menu of services while fostering our relationship with our community and academic partners.			
<b>8.</b>	Additional Revenue: Does this proposal generate additional revenue? Y/N		no
	If yes, is copy of the County Auditor's revenue form and other relevant backup information attached? Y/N <i>Please send original revenue materials to the Auditor's Office.</i>		
<b>9.</b>	If requesting a new position(s), is office space currently available? Y/N		Yes
	If no, attach plan from Facilities Management explaining how to acquire space for this proposal. If yes, identify proposed position location below:		
	Building Location#	Floor #	
	Suite/Office #	Workstation #	
<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 2015 BUDGET SUBMISSION  
Budget Request Details (PB-5)**

<b>Name of Budget Request:</b>	Vocational and Educational Programming (Barber Education)		
<b>Budget Request Priority #:</b>	<b>Dept #:</b> 145	<b>Dept Name:</b>	Juvenile Probation

<b>A. Personnel</b>							
Job Title	Assigned Organizational Unit	FTE	Cost Dist.	Budgeted Funds Center	Annual Cost		
					Salary	Benefits	Total
Juvenile Rsdnt Treatment Officer Sr	145JVP Residential Services 3	1.00	100%	1450400001	\$ 37,024	\$ 17,841	\$ 54,865
Office Asst	145JVP Residential Services 3	0.50	100%	1450400001	\$ 12,341	\$ 12,106	\$ 24,447
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
Temporary Employees	N/A	N/A	100%		\$ -	\$ -	\$ -
Overtime	N/A	N/A	100%		\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>		<b>1.50</b>			<b>\$ 49,365</b>	<b>\$ 29,947</b>	<b>\$ 79,312</b>

<b>B. Operating</b>						
Commitment Item Category	Commitment Item Description	Fund	Budgeted Funds Center	Commitment Item	One-time or Ongoing	Cost
Supplies_Equipment	Other Supplies & Equipment	1	1450400001	510240	One-time	\$ 57,815
Supplies_Equipment	Other Supplies & Equipment	1	1450400001	510240	Ongoing	\$ 9,400
Services	Non Employee Educational Services	1	1450400001	511370	Ongoing	\$ 10,000
						\$ -
						\$ -
						\$ -
						\$ -
						\$ -
						\$ -
						\$ -
Services	Cellular (Air) Time Usage			511700	Ongoing	\$ -
					<b>One-Time \$</b>	<b>Ongoing \$</b>
<b>TOTAL OPERATING</b>					<b>\$ 57,815</b>	<b>\$ 19,400</b>
						<b>\$ 77,215</b>

<b>C. Space Costs (Operating and Capital) from Space Costs Tab</b>			
1. SPACE COSTS OPERATING		\$ -	\$ -
2. SPACE COSTS CAPITAL		\$ -	\$ -
<b>TOTAL SPACE COSTS</b>		<b>\$ -</b>	<b>\$ -</b>

<b>D. Computer/Telecommunication and Capital Related to This Request</b>			
COMPUTER/TELECOMMUNICATION EQUIPMENT FROM ITS FORMS		\$ -	\$ -
DEPARTMENTAL CAPITAL EQUIPMENT FROM CAPITAL BUDGET REQUEST (PB-6)		\$ -	\$ -
<b>TOTAL DEPARTMENTAL AND CENTRAL ITS CAPITAL</b>		<b>\$ -</b>	<b>\$ -</b>

<b>TOTAL REQUESTED PERSONNEL AND OPERATING (A + B + C1)</b>	<b>\$ 57,815</b>	<b>\$ 98,712</b>	<b>\$ 156,527</b>
<b>TOTAL REQUESTED WITH CAPITAL (A + B + C + D)</b>	<b>\$ 57,815</b>	<b>\$ 98,712</b>	<b>\$ 156,527</b>

Security

Budget Hearing Back-Up

August 14, 2014

# **Security Budget Hearing**

## **Executive Session**

**Tax Office**

**Budget Hearing Back-Up**

**August 14, 2014**

# **ITEMS TO BE DISCUSSED BY THE OFFICE OF THE TAX ASSESSOR-COLLECTOR**

- Tax Office Reorganization

**FY 2015 PRELIMINARY BUDGET  
Office of the Tax Assessor-Collector (108) - General Fund**

	Ongoing Total	One-Time Total	Personnel/ Operating Budget Total	Capital	Total Budget	FTE	PBO Comments	Page #
<b>FY 2014 Adopted Budget</b>	<b>9,210,097</b>	<b>65,555</b>	<b>9,275,652</b>	<b>-</b>	<b>9,275,652</b>	<b>142.50</b>		<b>4</b>
<i>FY 14 Target Programmatic Adjustments</i>								
Remove One-Time Software Costs	-	(30,000)	(30,000)		(30,000)			4
Remove One-time Training Funds	-	(6,155)	(6,155)		(6,155)			4
Remove One-time FTE-Related Costs	-	(29,400)	(29,400)		(29,400)			4
Annualize Delayed FY 2014 Positions	26,444	-	26,444		26,444			4
<b>Subtotal- Target Adjustments</b>	<b>26,444</b>	<b>(65,555)</b>	<b>(39,111)</b>	<b>-</b>	<b>(39,111)</b>	<b>-</b>		
<i>FY 2015 Target Compensation and Benefit Adjustments</i>								
Reverse Medical Insurance Adjustment	27,720	-	27,720		27,720			4
<b>Subtotal- Target Compensation and Benefit Adjustments</b>	<b>27,720</b>	<b>-</b>	<b>27,720</b>	<b>-</b>	<b>27,720</b>	<b>-</b>		
<i>FY 2015 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 2015 Target Budget</b>	<b>9,264,261</b>	<b>-</b>	<b>9,264,261</b>	<b>-</b>	<b>9,264,261</b>	<b>142.50</b>	<b>Tax Office submitted its budget \$1 below the FY 2015 Target Budget level</b>	<b>4</b>
<b>FY 2015 Budget Submission</b>	<b>9,264,260</b>	<b>-</b>	<b>9,264,260</b>	<b>-</b>	<b>9,264,260</b>	<b>142.50</b>		
<i>FY 2015 Preliminary Budget Programmatic Recommendations</i>								
EZAccess Property Tax Software Modification	-	12,000	12,000		12,000		PBO recommends the implementation of this software upgrade.	18
Accurint Skip Tracing Tool (JP Collections)	6,500	-	6,500		6,500		PBO recommends an increase to the Tax Office operating budget to pay for additional Accurint searches.	20
Hamer Enterprise User Meeting	14,000	-	14,000		14,000		PBO recommends ongoing operating funds to cover the cost of this user meeting	22
IDEA	1,000	-	1,000		1,000		PBO recommends funding for the annual maintenance fee	24
Technical Training JP	-	4,800	4,800		4,800		PBO recommends one-time funding for this in-house training.	32
<b>Subtotal- Prelim Programmatic Recommendations</b>	<b>21,500</b>	<b>16,800</b>	<b>38,300</b>	<b>-</b>	<b>38,300</b>	<b>-</b>		
<i>FY 2015 Preliminary Budget Compensation and Benefits Recommendations</i>								
Medical Insurance Increase	54,614	-	54,614		54,614			5
Worker's Compensation Change	(2,217)	-	(2,217)		(2,217)			6

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**FY 2015 PRELIMINARY BUDGET  
Office of the Tax Assessor-Collector (108) - General Fund**

Subtotal- Prelim Compensation and Benefit Recommendations	52,397	-	52,397	-	
<i>FY 2015 Preliminary Budget PBO and Other Changes</i>					
Transfer to RMCR for Copier	(2,013)	-	(2,013)	-	5
Subtotal- Prelim PBO and Other Changes	(2,013)	-	(2,013)	-	
FY 2015 Preliminary Budget	9,336,144	16,800	9,352,944	142.50	4
<i>Total Changes</i>					
Difference - FY 2015 Prelim Budget Less FY 2014 Adopted Budget	126,047	(48,755)	77,292	-	
Difference - FY 2015 Prelim Budget Less FY 2015 Target Budget	71,883	16,800	88,683	-	

**FY 2015 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>								
Tax Office Reorganization	\$ 1,507,973	-	\$ 1,507,973	\$ 143,599	\$ 1,651,572	20.00	PBO does not recommend the addition of FTE for inclusion in the FY 2015 Preliminary Budget. PBO notes that Space Costs for this request include \$15,600 Operating and \$1,781,724 Capital	10
E-check Funding	40,000	-	40,000		40,000	-	PBO recommends deferring funding for this request to the FY 2016 budget process	16
Management Retreat	\$ 3,500	-	\$ 3,500		\$ 3,500		PBO does not recommend funds for the management retreat	26
Scofflaw	\$ 46,559	\$ 25,000	\$ 71,559		\$ 71,559	1.00	PBO does not recommend that the Scofflaw Program be implemented in FY 2015	28
<b>Total Unfunded Budget Requests</b>	<b>\$ 1,598,032</b>	<b>\$ 25,000</b>	<b>\$ 1,623,032</b>	<b>\$ 143,599</b>	<b>\$ 1,766,631</b>	<b>21.00</b>		

X

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**Aerin Pfaffenberger**

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**From:** Bruce Elfant  
**Sent:** Tuesday, August 05, 2014 12:39 PM  
**To:** Aerin Pfaffenberger  
**Cc:** Tina Morton; Tiffany Seward; Stan Wilson; Joe Marshall; Renea Deckard; Monica Rupp; Dee Lopez  
**Subject:** Request for Budget Hearing

Aerin:

I am writing to confirm our request for a budget hearing next Thursday. Earlier this year we asked the Auditor's office to perform a risk assessment of the Tax Office. The Auditor's executive summary, which was delivered to us yesterday, recommended that 4 positions be added to the Tax Office staff as a short term fix. The Auditor's Office report did not review Voter Registration or Communications and Training division issues where serious liability is also present.

While we have not had sufficient time to fully develop our budget presentation, it will include a mix of our original proposal for 6 positions and the Auditor/PBO recommendation to add 4 positions.

While we would be grateful for any additional resources we might receive in this year's budget, the Auditor's report made clear that neither proposal would bring the existing risk for loss down to acceptable levels. We look forward to discussing this year's request and working with PBO, Commissioners court and others to develop a long term strategy to better protect the Tax Office from serious loss or litigation.

**Bruce Elfant | Travis County Tax Assessor-Collector & Voter Registrar**  
Phone: (512) 854-9473 | [Bruce.Elfant@co.travis.tx.us](mailto:Bruce.Elfant@co.travis.tx.us)  
Travis County Tax Office



Visit us online at [www.traviscountytax.org](http://www.traviscountytax.org)

TRAVIS COUNTY  
AUDITOR'S OFFICE

NICKI RILEY, CPA  
COUNTY AUDITOR



TRAVIS COUNTY  
700 LAVACA, 12<sup>TH</sup> FLOOR  
P.O. BOX 1748  
AUSTIN, TX 78767  
(512) 854-9125  
FAX: (512) 854-9164

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To: Aerin Pfaffenberger, Planning and Budget Office

From: David Jungerman, Risk Evaluation and Consulting Division

Date: August 4, 2014

Subject: Risk Assessment Review of Property Tax and Motor Vehicles Divisions

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The Risk Evaluation and Consulting Division of the Auditor's Office is currently performing a risk assessment of the Motor Vehicle and Property Tax Divisions of the Tax Office. We have undertaken these risk assessments at the request of the Tax Office, due to concerns by office management with potential risks associated with insufficient staffing. Risk management and mitigation is particularly important for these two divisions as they collect over 85% of total general fund revenues annually.

#### **Overall Risk Assessment Summary**

During our assessments, we have noted a number of risks that could lead to the material loss or misappropriation of funds collected by the Tax Office if not properly mitigated by a sound internal control environment. However, largely due to staffing constraints, the Tax Office's internal control environment contains a number of weaknesses that may prevent it from properly safeguarding these funds, a large portion of which are payable to other governmental entities.

The internal controls that would significantly mitigate these risks require more thorough segregation of duties, exception reporting, regular management oversight, and third party/management reviews of transactions. At this time, the Tax Office does not have sufficient personnel, particularly in middle management, to implement and maintain these additional controls.

#### **Recommendations**

We believe that by adding the following four positions, the control environment for these divisions is likely to improve, assuming that these positions are properly utilized:

- An additional middle management position in the Motor Vehicles Division focused on oversight and review at the satellite locations.
- An additional middle management position with the Property Tax Division responsible for oversight and review of the tax sales functional area.

- An additional internal auditor position acting as a third-party reviewer of cash controls, collections, tax sales, refunds, account adjustments, inventory, and disbursements.
- A systems support position tasked primarily with report writing for the Property Tax and Motor Vehicles systems to support division management.

These four positions will not be sufficient to eliminate the Tax Office's staffing and internal control issues, as future staffing increases appear to be necessary. These recommendations are instead intended to triage the most glaring areas of risk. We regularly noted during our reviews that Tax Office staff is struggling to keep up with the constantly-growing volume of transactions in the Motor Vehicle and Property Tax Divisions. This situation also creates operational, statutory, and financial risks to this office and the County.

Please contact me at X47829 if you have any questions or concerns.

cc: Bruce Elfant, Travis County Tax Assessor/Collector

**FY 2015 BUDGET REQUEST ANALYSIS**

**Req 1: Tax Office Reorganization**

**Fund: General Fund**

	FY 2015 Request	PBO Recommendation	FY 2016 Cost
FTEs	20	4 FTEs costed in	0
Personnel	\$1,489,973	Earmark	\$0
Operating	\$18,000	\$0	\$0
Subtotal	\$1,507,973	\$0	\$0
Capital	\$143,599	\$0	\$0
<b>Total Request</b>	<b>\$1,651,572</b>	<b>Earmark</b>	<b>\$0</b>

\*\*Please note that the addition of 20 FTEs would likely require a space solution above what has been costed in the PBO recommended earmark.

**Dept. Summary of Request:**

The Tax Office is requesting funding for a second phase to its proposed reorganization plan. The department states that “the [r]eorganization remains the number 1 priority. The Plan is submitted here as a placeholder, pending the completion of an extensive 3-month financial review currently being conducted by the Travis County Auditor. There are no plans to request resources that exceed the request made in Year 2 of the Reorganization Plan. Adjustments to the plan, if any, will be made pending the audit outcome.”

The table below highlights the Tax Office reclassification plan, with current status listed for those that were a portion of the Year One reorganization request, for which the Tax Office received \$576,614 in the FY 2014 Adopted Budget.

Year One (FY 2014)			
Type	Title	Cost	Status
Reclass	Tax Specialist II VR	\$4,159	Reclassification completed; funded internally
Reclass	Accounting Associate ACT	\$1,330	Reclassification completed; funded internally
Reclass	Tax Specialist II C&T	\$3,632	Reclassification completed; funded internally
New	Unit Supervisor TAX	\$73,207	Hired December 2013
New	Unit Supervisor TAX	\$73,207	Hired December 2013
New	Unit Supervisor MV	\$73,207	Hired December 2013
New	Unit Supervisor MV	\$73,207	Hired December 2013
New	Unit Supervisor MV	\$73,207	Hired December 2013
New	Tax Specialist III MV (mandate)	\$54,351	Hired December 2013
New	Tax Specialist II MV (mandate)	\$51,423	Hired December 2013
New	Financial Analyst Lead ACT	\$86,469	Hired December 2013
PT to FTE	Tax Specialist I C&T	\$18,336	Implemented October 2013
Year Two (FY 2015) Personnel Costs (including benefits)			

Title	Title	Title	Title
New	Program Coordinator C&T	\$68,780	Not approved in FY 2014; Resubmitted
New	Program Coordinator C&T	\$68,780	Not approved in FY 2014; Resubmitted
New	Program Coordinator C&T	\$68,780	Not approved in FY 2014; Resubmitted
New	Program Coordinator C&T	\$68,780	Not approved in FY 2014; Resubmitted
New	Business Analyst I TECH	\$77,343	Not approved in FY 2014; Resubmitted
New	Business Analyst I VR	\$77,343	Not approved in FY 2014; Resubmitted
New	Tax Specialist I TAX	\$46,559	Not approved in FY 2014; Resubmitted
New	Tax Specialist I TAX	\$46,559	Not approved in FY 2014; Resubmitted
New	Unit Supervisor C&T**	\$77,343	New FY 2015 Request
New	Unit Supervisor MV**	\$77,343	New FY 2015 Request
New	Planner ADMIN	\$64,914	New FY 2015 Request
New	Program Manager C&T**	\$87,133	New FY 2015 Request
New	Program Manager TAX**	\$87,133	New FY 2015 Request
New	Program Manager TAX**	\$87,133	New FY 2015 Request
New	Tax Specialist I TAX	\$46,559	New FY 2015 Request
New	Tax Specialist I C&T	\$46,559	New FY 2015 Request
New	Program Manager JP**	\$87,133	New FY 2015 Request
New	Program Manager MV**	\$87,133	New FY 2015 Request
New	Program Manager MV**	\$87,133	New FY 2015 Request
New	Program Manager MV**	\$87,133	New FY 2015 Request
New	Program Manager MV**	\$87,133	New FY 2015 Request
New	Program Manager VR**	\$87,133	New FY 2015 Request
Reclass	Tax Specialist II TAX	\$0	Reclassification with no cost attached
Reclass	Tax Specialist II TAX	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III C&T	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III C&T	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III C&T	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III C&T	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III C&T	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III C&T	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III MV	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III MV	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III MV	\$0	Reclassification with no cost attached
Reclass	Tax Specialist III TAX	\$12	Reclassification
Reclass	Tax Specialist III MV	\$893	Reclassification
Reclass	Tax Specialist III MV	\$1,281	Reclassification
Reclass	Program Manager CCL	\$18,240	Reclassification
<b>TOTAL</b>		<b>\$1,502,705</b>	

\*\* The Program Manager and Unit Supervisor job titles are submitted, not yet approved, job titles for this office. PBO has used the Tax Office's proposed pay grades to cost the positions.

**PBO Recommendation:**

PBO recognizes that this request is a placeholder that will be finalized by the Tax Office during the budget process, after receiving input from the County Auditor’s risk assessment review. PBO has reviewed the requests in light of the stated needs of the Tax Office and has recommended an earmark on the Allocated and CAR Reserves for four FTEs, proposed to be added to the Motor Vehicle, Property Tax, and Accounting divisions. These divisions are the three organizational units that conduct and monitor the majority of financial transactions performed by the Tax Office. Because of the large amount of money and financial risk in these divisions, PBO recommends that these areas be the focal point for investment in this upcoming budget year. In addition, PBO believes that the current review by the Auditor’s Office (focused on the Motor Vehicle and Property Tax divisions) will likely support these recommended positions as the highest priority need in FY 2015.

The positions identified to support supervisory needs, internal control issues, and workload demand for mandated Tax Office tasks are: one Tax Supervisor in Property Tax division, one Tax Supervisor in the Motor Vehicle division, an additional Internal Auditor position, and a Business Analyst II in Property Tax or Technology to assist with report writing or technology needs related to Property Tax or Motor Vehicle.

<b>PBO Prioritized Year Two Costs</b>				
<b>Type</b>	<b>Title</b>	<b>Cost</b>		
New	Tax Supervisor	\$68,781		
New	Tax Supervisor	\$68,781		
New	Internal Auditor	\$72,914		
New	Business Analyst II	\$87,133		
<b>Total Personnel</b>		<b>\$297,609</b>		
<b>Total Operating</b>		<b>\$7,250</b>		
<b>Total Capital (ITS and Other)</b>		<b>\$32,065</b>		
Space Costs Operating		\$2,240	<b>Reserve Earmarks</b>	
Space Costs Capital		\$101,656	<u>Allocated</u>	<u>CAR</u>
<b>Grand Total</b>		<b>\$440,819</b>	<b>\$307,098</b>	<b>\$133,721</b>

PBO’s recommendation varies from the Tax Office’s stated FY 2015 priority FTEs. Because of this difference, PBO recommends an earmark to allow the Tax Office to discuss their priorities with Commissioners Court.

**Budget Request Performance Measures:**

The department did not submit performance measures for this request. This is a concern for PBO given the large number of FTEs being requested. PBO recommends that the Tax Office

present performance measures that are representative of the value gained by the investment of additional taxpayer resources.

**Additional Comments:**

The Tax Office has indicated a large number of ongoing and proposed projects, such as technology upgrades and the proposed e-check pilot program. In addition, the office is affected by new mandates such as the new switch to a single sticker combining vehicle registration and inspection. In discussions with the department, PBO learned that there are additional communication tools that the office may consider implementing once the phones are upgraded to Voice-over Internet Protocol (VOIP) technology. This is planned for FY 2015. With the various duties and continued changes to the office in mind, PBO continues to ask for prioritization of the reorganization and a strategy for implementation over a longer time frame and in a flexible environment. The Tax Office has, at PBO’s request, prioritized their request as discussed below under “Tax Office Prioritization.”

**Tax Office Prioritization**

PBO requested that the Tax Office present a subset of the larger reorganization request that is the department’s highest priority for FY 2015. The Tax Office has presented six positions as priorities from the larger request, including two Program Coordinators in Communications and Training, two Program Managers in Property Tax, and two Business Analysts, one in Technology and one in Voter Registration. These positions were presented to Commissioners Court on March 25, 2014 as a midyear request. The following table lists the verified cost for the six positions.

<b>Tax Office Prioritized Year Two Costs</b>		
<b>Type</b>	<b>Title</b>	<b>Cost</b>
New	Business Analyst I TECH	\$77,343
New	Business Analyst I VR	\$77,343
New	Program Coordinator C&T	\$68,780
New	Program Coordinator C&T	\$68,780
New	Program Manager** TAX	\$87,133
New	Program Manager TAX	\$87,133
<b>Total Personnel</b>		<b>\$466,512</b>
<b>Total Operating</b>		<b>\$4,030</b>
<b>Total Capital (ITS and Other)</b>		<b>\$53,844</b>
Space Costs Operating		\$2,240
Space Costs Capital		\$101,656
<b>Grand Total</b>		<b>\$628,282</b>

\*\*The Program Manager position is a submitted, not yet approved, job title for this office. PBO has used the Tax Office’s proposed Pay Grade (24) to cost the position.

## **Space Considerations**

In FY 2014, the Tax Office relocated the Communications and Training Division to an upstairs portion of the 5501 Airport Building at North Campus. Because of this move, the office is able to remodel a portion of the main lobby and move employees in the Accounting Division. PBO has worked with the Facilities Management Department to determine the feasibility and cost of accommodating up to six FTEs in the Tax Office within the current facility, and determined that the additional employees can be accommodated at a cost of \$103,896, including planning and design, renovation, security, ITS/cabling, and moving costs. PBO Planning staff has expressed concerns that the Tax Office has reached capacity, and PBO notes any further attempt to fit additional FTEs into the Tax Office North Campus location beyond the FTEs proposed here would trigger a much larger need for additional space at a much greater cost.

## **Addendum: History of the Reorganization**

The Tax Office has proposed a multi-year reorganization plan to improve internal control systems and quality assurance, address workload demands of serving a growing population, and more effectively supervise frontline employees.

The Year Two request as presented includes 15 reclassification requests, for 14 Tax Specialists and one Program Manager. The total cost of the reclassifications is \$20,426. The Tax Office also proposes the potential addition of nine Program Managers, four Tax Specialists, two Unit Supervisors, two Business Analysts, two Program Coordinators, and one Planner. PBO will work with HRMD to further understand the specific reclassification requests from the office and to get the HRMD recommendations on the proposed personnel actions.

In FY 2014, the Tax Office received funding of \$470,840 for five Tax Supervisors in the Motor Vehicle and Property Tax divisions, one Lead Financial Analyst for the Accounting division, and a Tax Specialist funded as a 0.5 FTE in the Communications and Training division. The department also received two FTEs related to new mandates from Texas Department of Motor Vehicles, for a total of 8.5 FTEs received in FY 2014. The department also reclassified 14 positions in the department by internally funding them with permanent salary savings in the department.

After the adoption of the budget, the Tax Office continued to meet with PBO and other support departments to discuss the implementation of the rest of the reorganization proposal. PBO has asked the department to continue to prioritize the personnel requests, since a reorganization of this size is unprecedented in the County and the ability of the support departments to make any recommendation is limited if the proposals are not presented in priority order.

PBO recognizes the need to address risk issues and provide workload relief in the department, and supports the Tax Office in their efforts to work creatively within budget constraints and prioritize the requests to best present the issues and related needs.

The Tax Office provided PBO with documentation of the status of the 6.5 positions added during the FY 2014 Budget Process, along with an update on the impact of these additional resources to the department. PBO notes that a full year has not passed since the department received the new positions, and it seems that the brief time period has not been sufficient for the department to fully record official measures and results in all cases. The Tax Office states that the additional resources in the department seem to be bringing positive outcomes in all cases, and PBO recommends that the department take some time to allow the new positions to have their full effect and for more extended observation and measures of the improvements. Several reclassifications that were part of the department's FY 2014 reorganization request have recently been put into effect, and the department has not yet filled all associated positions.

In addition, ITS has developed a list of services the department can provide the Tax Office, and has plans to commit various staff resources to help the department with some of the stated development and support needs. PBO hopes that the Tax Office will take advantage of the services being offered and leverage the capabilities and expertise of central ITS employees to learn the Tax Office software and assist where able.

The department has reported to Commissioners Court that they continue to work with support departments such as PBO, HRMD, ITS, FMD, and the Auditor's Office to begin a Department Technology Review, develop a Department Strategic Plan, and complete a Risk Analysis.

**FY 2015 BUDGET SUBMISSION  
BUDGET REQUEST PROPOSAL (PB-4)**

<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>	Administration	
<b>Funds Center:</b>	1080010001	
<b>Org Unit Name/#:</b>	108Tax Chief Dp Tax Assessor Collector/10000028	
<b>Total Amount of Request:</b>	\$1,566,709	
<b>Collaborating Departments/Agencies:</b>		
<b>Contact Information (Name/Phone):</b>	Tina Morton	

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

The Tax Office Reorganization remains the number 1 priority. The Plan is submitted here as a placeholder, pending the completion of an extensive 3-month financial review currently being conducted by the Travis County Auditor. There are no plans to request resources that exceed the request made in Year2 of the Reorganization Plan. Adjustments to the plan, if any, will be made pending the audit outcome.

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

Since October 1, 2013 the tax office added 8.5 FTEs including 5 Tax Supervisors, 1 Tax Specialist II and 1 Tax Specialist III (both mandated), 1 Financial Lead and a part time Tax Specialist I was increased from part to full time. Included as first priority in the 2015 preliminary plan is the Tax Office Reorganization Plan. The Plan is submitted here as a placeholder, pending the completion of an extensive 3-month financial review currently being conducted by the Travis County Auditor. There are no plans to request resources that exceed the request made in Year2 of the Reorganization Plan. Adjustments to the plan, if any, will be made pending the audit outcome.

Throughout 2013 and 2014 the department sought guidance and presented information several times to PBO, the County Auditor, FMD, HRMD and Commissioners Court. Two of the three original major reorganization needs documented have not changed in a measurable way: 1) 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 curb loss. It is anticipated that the third issue, span of control, will eventually show a favorable outcome in the vehicles division as new supervisors become more experienced. In property tax collections, however, new supervisors have been directed to focus on job duties connected to the technical requirements of processing data and funds, and Truth in Taxation, rather than monitoring employee performance.

Attached are tables showing requests for years 1 – 3; adjustments have been made showing positions not approved in year 1 added to year 2. Year 2 includes 10 requests (9 new FTEs and 1 reclassification) associated with the position titled "Program Manager". A proposed job description was submitted in 2013, along with two other proposed job descriptions: Unit Supervisor and Program Coordinator. The Tax Office is working with ITS and HRMD to formalize the job descriptions. All are attached.

<b>3. Anticipated Outcome of Request and Proposed Timeline: Timeline should include the expected dates of results and may extend past FY 2015.</b>				
The anticipated outcome of the Reorganization request is to decrease the liabilities and vulnerabilities associated with collecting and disbursing billions of tax dollars, fines and fees. Also, adequate staffing and oversight (span of control) will increase the Tax Office's ability to meet demands associated with explosive population growth fueling the need for greater security. If the plan were approved as presented, we would expect to have these issues under control by FY17.				
<b>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.</b>				
There is an independent evaluation component which is the financial audit currently underway. Measuring the success of this proposal depends upon the results of the financial audit. Comparative analyses with other county tax offices have been conducted and submitted to PBO.				
<b>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.</b>				
	<b>Actual FY 2013 Measure</b>	<b>Revised FY 2014 Measure</b>	<b>Projected FY 2015 Measure at Target Level</b>	<b>Projected FY 2015 Measure with Added Funding</b>
TBA pending audit				
<b>5b. Impact on Performance: Describe the impact of funding the request on departmental performance measures, service levels, and program outcomes:</b>				
Funding this request would impact measures by providing adequate supervisory staff to create, track and adjust meaningful measures. Service levels and program outcomes would achieve acceptable levels, meeting all lawful mandates and auditor standards.				
<b>6. Impact of Not Funding Request: Describe the impact of not funding the request in FY 2015 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 means that Tax Office would continue to fail at meeting mandates and auditor standards as presented in Commissioners' Court on March 25, 2014.				
<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>				
As mentioned before, the Travis County Auditor plays a key role in moving forward with the Tax Office Reorganization Plan.				
<b>8.</b>	Additional Revenue: Does this proposal generate additional revenue? Y/N			N

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

**FY 2015 BUDGET SUBMISSION  
Budget Request Details (PB-5)**

<b>Name of Budget Request:</b>	Tax Office Reorganization		
<b>Budget Request Priority #:</b>	1	<b>Dept #:</b>	108
		<b>Dept Name:</b>	Tax Assessor - Collector

**A. Personnel**

Job Title	Assigned Organizational Unit	FTE	Cost Dist.	Budgeted Funds Center	Annual Cost		
					Salary	Benefits	Total
Business Analyst I	108Tax Collections	1.00	100%	1080030001	\$ 55,579	\$ 21,409	\$ 76,988
Business Analyst I	108Tax Voter Registration-GIS	1.00	100%	1080080001	\$ 55,579	\$ 21,409	\$ 76,988
Tax Supv	108Tax Communications and Trai	1.00	100%	1080020001	\$ 48,531	\$ 19,893	\$ 68,424
Tax Supv	108Tax Motor Vehicle E	1.00	100%	1080070001	\$ 48,531	\$ 19,893	\$ 68,424
Planning Mgr	108Tax Communications and Trai	1.00	100%	1080020001	\$ 63,638	\$ 23,143	\$ 86,781
Planning Mgr	108Tax Collections	2.00	100%	1080030001	\$ 127,277	\$ 46,286	\$ 173,563
Planning Mgr	108Tax Court Collections	0.50	100%	1080030001	\$ 31,819	\$ 16,297	\$ 48,116
Planning Mgr	108Tax JP Collections	1.00	100%	1080030001	\$ 63,638	\$ 23,143	\$ 86,781
Planning Mgr	108Tax Motor Vehicle A	4.00	100%	1080070001	\$ 254,554	\$ 92,570	\$ 347,124
Planning Mgr	108Tax Voter Registration-GIS	1.00	100%	1080080001	\$ 63,638	\$ 23,143	\$ 86,781
Temporary Employees	N/A	N/A	100%		\$ -	\$ -	\$ -
Overtime	N/A	N/A	100%		\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>		<b>13.50</b>			<b>\$ 812,784</b>	<b>\$ 307,186</b>	<b>\$ 1,119,970</b>

**B. Operating**

Commitment Item Category	Commitment Item Description	Fund	Budgeted Funds Center	Commitment Item	One-time or Ongoing	Cost
Capital_Outlay_Equip.	Capital Outlay-Office Furniture	1000	1080020001	520170	One-time	\$ 6,000
Capital_Outlay_Equip.	Capital Outlay-Office Furniture	1000	1080030001	520170	One-time	\$ 9,000
Capital_Outlay_Equip.	Capital Outlay-Office Furniture	1000	1080050001	520170	One-time	\$ 3,000
Capital_Outlay_Equip.	Capital Outlay-Office Furniture	1000	1080070001	520170	One-time	\$ 15,000
Capital_Outlay_Equip.	Capital Outlay-Office Furniture	1000	1080080001	520170	One-time	\$ 6,000
Travel_Professional_Dev.	Registration Conferences/Seminars	1000	1080020001	512050	Ongoing	\$ 1,500
Travel_Professional_Dev.	Registration Conferences/Seminars	1000	1080030001	512050	Ongoing	\$ 4,500
Travel_Professional_Dev.	Registration Conferences/Seminars	1000	1080050001	512050	Ongoing	\$ 1,500
Travel_Professional_Dev.	Registration Conferences/Seminars	1000	1080070001	512050	Ongoing	\$ 7,500
Travel_Professional_Dev.	Registration Conferences/Seminars	1000	1080080001	512050	Ongoing	\$ 3,000
						\$ -
						\$ -
Services	Cellular (Atr) Time Usage			511700	Ongoing	\$ -
					<b>One-Time \$</b>	<b>Ongoing \$</b>
<b>TOTAL OPERATING</b>					<b>\$ 39,000</b>	<b>\$ 18,000</b>
						<b>\$ 57,000</b>

**C. Space Costs (Operating and Capital) from Space Costs Tab**

<b>1. SPACE COSTS OPERATING</b>	\$ 15,600	\$ -	\$ 15,600
<b>2. SPACE COSTS CAPITAL</b>			\$ 1,781,724
<b>TOTAL SPACE COSTS</b>	<b>\$ 1,797,324</b>	<b>\$ -</b>	<b>\$ 1,797,324</b>

**D. Computer/Telecommunication and Capital Related to This Request**

COMPUTER/TELECOMMUNICATION EQUIPMENT FROM ITS FORMS	\$ 61,552
DEPARTMENTAL CAPITAL EQUIPMENT FROM CAPITAL BUDGET REQUEST (PB-6)	\$ -
<b>TOTAL DEPARTMENTAL AND CENTRAL ITS CAPITAL</b>	<b>\$ 61,552</b>

<b>TOTAL REQUESTED PERSONNEL AND OPERATING (A + B + C1)</b>	<b>\$ 54,600</b>	<b>\$1,137,970</b>	<b>\$ 1,192,570</b>
<b>TOTAL REQUESTED WITH CAPITAL (A + B + C + D)</b>	<b>\$ 1,897,876</b>	<b>\$1,137,970</b>	<b>\$ 3,035,846</b>

Form Completed By: \_\_\_\_\_

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**FY 2015 BUDGET SUBMISSION  
Budget Request Details (PB-5)**

<b>Name of Budget Request:</b>	Tax Office Reorganization		
<b>Budget Request Priority #:</b>	1	<b>Dept #:</b>	108
		<b>Dept Name:</b>	Tax Assessor - Collector

<b>A. Personnel</b>							
Job Title	Assigned Organizational Unit	FTE	Cost Dist.	Budgeted Funds Center	Annual Cost		
					Salary	Benefits	Total
Tax Specialist I	108Tax Collections	2.00	100%	1080030001	\$ 60,478	\$ 31,914	\$ 92,392
Tax Specialist I	108Tax Motor Vehicle E	1.00	100%	1080070001	\$ 30,239	\$ 15,957	\$ 46,196
Tax Supv	108Tax Communications and Trai	2.00	100%	1080020001	\$ 97,062	\$ 39,784	\$ 136,846
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
			100%		\$ -	\$ -	\$ -
Temporary Employees	N/A	N/A	100%		\$ -	\$ -	\$ -
Overtime	N/A	N/A	100%		\$ -	\$ -	\$ -
<b>TOTAL PERSONNEL</b>		<b>5.00</b>			<b>\$ 187,779</b>	<b>\$ 87,655</b>	<b>\$ 275,434</b>

<b>B. Operating</b>						
Commitment Item Category	Commitment Item Description	Fund	Budgeted Funds Center	Commitment Item	One-time or Ongoing	Cost
Capital_Outlay_Equip.	Capital Outlay-Office Furniture	1000	1080020001	520170	One-time	\$ 6,000
Capital_Outlay_Equip.	Capital Outlay-Office Furniture	1000	1080030001	520170	One-time	\$ 17,000
Capital_Outlay_Equip.	Capital Outlay-Office Furniture	1000	1080070001	520170	One-time	\$ 8,500
						\$ -
						\$ -
Services	Cellular (Air) Time Usage			511700	Ongoing	\$ -
					<b>One-Time \$</b>	<b>Ongoing \$</b>
<b>TOTAL OPERATING</b>					<b>\$ 31,500</b>	<b>\$ -</b>
						<b>\$ 31,500</b>

<b>C. Space Costs (Operating and Capital) from Space Costs Tab</b>			
1. SPACE COSTS OPERATING		\$ -	\$ -
2. SPACE COSTS CAPITAL			\$ -
<b>TOTAL SPACE COSTS</b>		<b>\$ -</b>	<b>\$ -</b>

<b>D. Computer/Telecommunication and Capital Related to This Request</b>	
COMPUTER/TELECOMMUNICATION EQUIPMENT FROM ITS FORMS	\$ 21,253
DEPARTMENTAL CAPITAL EQUIPMENT FROM CAPITAL BUDGET REQUEST (PB-6)	\$ -
<b>TOTAL DEPARTMENTAL AND CENTRAL ITS CAPITAL</b>	<b>\$ 21,253</b>

<b>TOTAL REQUESTED PERSONNEL AND OPERATING (A + B + C1)</b>	<b>\$ 31,500</b>	<b>\$ 275,434</b>	<b>\$ 306,934</b>
<b>TOTAL REQUESTED WITH CAPITAL (A + B + C + D)</b>	<b>\$ 52,753</b>	<b>\$ 275,434</b>	<b>\$ 328,187</b>

Form Completed By: \_\_\_\_\_

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