

Travis County, Texas

**FY 2025
Budget Preparation Manual**

Planning and Budget Office

March 2024

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INTRODUCTION TO THE FY 2025 BUDGET MANUAL

This Budget Manual provides the information needed for Offices and Departments to prepare their budget submissions for the FY 2025 budget process. The FY 2025 Budget Guidelines were approved by the Commissioners Court on February 27, 2024, and are included in section nine of the Appendix of this document. The Guidelines contain the policy direction approved by the Commissioners Court for the FY 2025 budget process.

The key elements of the Budget Guidelines outlined below are intended to help Offices and Departments in the preparation of FY 2025 budget submissions:

- FY 2025 is the fifth fiscal year where the County will operate under the constraints of Senate Bill 2 (SB 2). County growth will be limited when compared to other fiscal years.
- Offices and Departments are to submit their base budget submission at or below their approved FY 2025 Target Budget Level.
- New resources will be prioritized for items discussed as a part of the FY 2025 Budget Guidelines. Offices and Departments are urged to manage issues outside of these cost drivers within their Target Budget Level.
- Non-county entities that plan to request new or additional funding in the County budget must coordinate such a request through the County Office or Department in charge of delivering the service. Given potential challenges with revenue caps, such requests will not be considered by PBO for the FY 2025 Preliminary Budget.
- Offices and Departments will be asked to build selected line-item budgets from the ground up (“zero-based” budgeting), such as leases, maintenance contracts, other purchased services, consulting, and contributions to grants. Other commitment items such as travel and training may become subject to zero-based budgeting during budget development.
- A very limited amount of one-time resources will be available to support innovative programs. Such funding will be prioritized towards cost-saving initiatives such as reducing jail detention populations.
- PBO will be working with Departments to refine the work started in FY 2020 on fees and revenue contracts under the purview of Commissioners Court to maximize non-property tax revenue.
- Offices and Departments will continue to be asked to work with the Planning and Budget Office to ensure that each program has at least one outcome measure demonstrating the overall benefit of the program.

I. ANNUAL BUDGET KICKOFF

PBO held the Budget Kickoff meeting for Offices and Departments by Functional Area on Monday, March 4 and Thursday, March 7 from 8:30 am to 12:30 pm to discuss the FY 2025 Budget Process. Budget forms for the FY 2025 budget process can be found at this link: <https://traviscentral.traviscountytx.gov/pbo/budget>.



II. BUDGET CALENDAR - KEY DATES

Date*	Event
March 4 and 7	Budget Kickoff Meetings by Functional Area (8:30am to 12:30pm)
April 1	All Administrative Support Department Requests Due
April 1	External Requests due to Submitting Department
April 22	Budgets Due to PBO by 5:00pm
April – June	PBO review of County Budget Submissions
June 4	Employee Public Hearing, pending Commissioners Court approval
June	Departmental Meetings with PBO
Week of July 29	Preliminary Budget Published
August 12-16	Potential Select Budget Hearings (If Requested by Commissioners Court)
September 5 and 6 (if needed)	Budget Mark-Up
September 17	FY 2025 Tax Rate Adopted
September 24	FY 2025 Budget Adopted

*Subject to change

BUDGET TARGET SUBMISSION

FY 2025 budget submissions will be submitted via SharePoint. Each Office and Department was sent a link to their own personal SharePoint page that is accessible to only certain members in the Office or Department and the SharePoint administrators. Please email Michael Chang if you would like to allow additional access to your SharePoint site.

Information submitted to PBO – one electronic copy via SharePoint:

- One signed Budget Submission Summary (PB-1, via electronic signature)
- One Organizational Summary (PB-2) Form and a current organizational chart that will be included in the FY 2025 Preliminary Budget in summary format
- One Department Strategy Form submitted online in SAP's SBP Module
- One Program Results Form for each program area – submitted online in SAP's SBP Module
- ITS Inventory Form submitted to ITS
- Complete Budget Workbook including:
 - Completion of the FY 2025 Budget Submission Checklist tab;
 - Budget Submission Worksheet – consisting of the Office's or Department's FY 2025 Projected Expenditures, FY 2025 Budget Submission, and FY 2025 Budget Target Level balanced line-item budget at or below target. There will be additional worksheets if a Department or Office is responsible for multiple funds. Each tab will be named with your Office/Department number and the applicable Fund number; and
 - Positions tab – which includes the authorized position list with actual salaries and estimated benefit costs as of February 12, 2024, that should be updated as appropriate to reflect salaries as of October 1, 2024. There may be other personnel categories that will also need to be completed depending on your Office or Department.



Other items that require submission to PBO within the Budget Workbook, if applicable:

- The FY 2025 Budget Workbook also contains a Proposed Position Changes List tab that is intended to capture position changes entered on the Positions tab, including Career Ladders, Internally Funded FTEs, Proposed Reclassifications, and Org Unit, Fund Center and Fund Changes proposed in the FY 2025 budget process. Depending on the change, the following information may also be required:
 - A memo with the justification for requested reclassifications and internally funded positions that will be required to be uploaded to SharePoint with the FY 2025 Budget Submission and emailed to Ruby Sanchez with HRMD at ruby.sanchez@traviscountytx.gov
 - PAQ (or draft job description for new jobs) for requested reclassifications and internally funded positions
 - New organizational chart with proposed position changes for reclassifications, internally funded positions, Fund changes and Fund Center changes
 - PB-4 and PB-5 is required if proposed position changes are not internally funded and new resources are requested
- Zero-based commitment item spreadsheet
- 120-Day Vacancy List included in the Vacancies tab
- Complete Fee Review and Contract Review tabs
- Capital Acquisition Resources (CAR) account update
- Status Reports for FY 2023 and FY 2024 applicable funded budget requests, pilot programs, and revenue-related requests
- Earmark Status Reports for FY 2024 approved Earmarks

Other items that could be required in your FY 2025 Budget Submission include:

- Prioritized Budget Request Proposal Form (PB-4) and Budget Request Details (PB-5)
- Capital Budget Request Form (PB-6)
- Revenue Estimate Form
- Special Revenue Request
- Radio Request Form
- Multifunction Device Request Form
- ITS Assessment Request (online only)

When your Department has finalized all applicable Budget Forms, please upload them to your designated SharePoint page in the FY 2025 Final Budget Submission folder.

File Naming Convention: To help us organize all requests countywide, please rename your forms as follows: <dpt #> - <Form Name> <Request Rank> <Request Name if applicable>

Examples:

- 109 - PB1
- 109 - PB5 01 Request for FTE
- 109 - PB5 02 Request for Operating Budget
- 109 - PB6
- 109 - ITS Inventory Replacement Form



The Department Strategy Form and Program Results Form will be submitted electronically via SAP's SBP Module. Please work with your Planning and Budget Analyst to make sure that all the required information is being submitted to PBO.

All budget forms are available electronically on the Travis County Intranet at <https://traviscentral.traviscountytexas.gov/pbo>. Please contact PBO if you need assistance accessing these forms electronically or have issues connecting to your Department's SharePoint page.

I. BUDGET SUBMISSION SUMMARY (PB-1) FORM

The Budget Submission Summary (PB-1) is the form where the Office or Department provides a list of their requests in priority order. In cases where the Office or Department does not prioritize the order of their requests or where multiple requests are given the same ranking, PBO will assign a priority based on PBO's understanding of the Office's or Department's issues. The prioritized list must include all budget requests the Office or Department may receive from external agencies. County Executives with multiple reporting Offices and Departments must prioritize all the requests from direct report Departments.

This form requires the electronic signature of the Elected or Appointed Official or County Executive. Submit one form per Office or Department. If multiple Departments report to one County Executive, only one form should be submitted. This form may be electronically signed before submittal. The form can be signed using the signature field included in the PB-1. Simply double clicking in the signature area will allow you to input a signature. Alternatively, you can use services such as DocuSign or Adobe to sign the PB-1.

II. ORGANIZATIONAL SUMMARY (PB-2) FORM

The Organizational Summary (PB-2) Form provides information about the Office's or Department's organizational structure including current organizational structure and proposed organizational and position changes.

Organizational Structure: Briefly discuss any changes to the Department's organizational structure since October 1, 2023, and any proposed organizational changes. A current organizational chart, as well as an organizational chart noting any proposed changes, should also be submitted. Please ensure that the organizational chart accounts for all FTEs on the Department's Positions tab and is based on the organizational units within the SAP financial system. If there are security concerns about releasing the organizational chart, contact PBO to discuss the appropriate degree of detail to include. For questions regarding organizational units in SAP, contact the assigned Compensation Team Member in HRMD.

Internal Reallocations of Budget: Describe any proposed internal reallocation of any existing resources. Reallocations must be fully budgeted within the FY 2025 Budget Workbook. PBO will review proposed internal reallocations to ensure that they meet the current requirements for existing services and programs. PBO will closely scrutinize the enhancement of existing programs or creation of new programs using internal resources, especially if the program lacks adequate performance measures. All planned cost-neutral budget reallocations or reorganization



of personnel must be submitted to PBO by April 22, 2024. Any requested changes submitted after April 22 will be considered at the discretion of PBO.

Long-term Plans and Formal Studies: Discuss any long-term plans or formal studies recently completed, underway or planned for the near-term in your Office or Department. Please share annual work plans and priority areas of focus for the future. Also be sure to note any external studies or assessments that will have future budgetary implications.

Proposed Changes: Proposed position changes such as Reclassifications, Internally Funded positions, Fund changes, Fund Center changes, and Career Ladders may require a memo with the justification for the requested action , a PAQ (or draft job description for new jobs), a new organizational chart with the proposed changes, highlighting the change on the Positions tab in the Budget workbook, or noting the change in the Proposed Position Changes List tab in the Budget workbook. Please see the table below for further guidance on what is required for each proposed action.

<i>If you have the following:</i>	<i>Memo to PBO and HRMD*</i>	<i>PAQ (or draft job description for new jobs)*</i>	<i>New Org Chart w/Proposed Changes*</i>	<i>Proposed Changes highlighted in Positions tab in Workbook</i>	<i>Proposed Changes included in Proposed Position Changes List tab in Workbook</i>
Reclasses	X	X	X	X	X
Internally Funded	X	X	X	X	X
Fund Changes			X	X	X
FC Changes			X	X	X
Career Ladder				X	X

*Must be included in the FY 2025 Budget Submission uploaded to SharePoint and emailed to Ruby Sanchez with HRMD at ruby.sanchez@traviscountytexas.gov.

Memos should fully describe and justify the proposed change. This should include a description of why the change is necessary, what programmatic areas will be impacted, how a potential salary change will be funded, as well as any space and technology needs. Please note, Departments are responsible for contacting ITS and FMD directly for all space and technology needs.

All costs related to internally funded new positions including one-time costs such as space, equipment, furniture, and vehicles, as well as ongoing costs such as operating supplies, must be available within the Department’s existing resources, with the cost figures verified by the appropriate administrative support Department. **A PB-4 and PB-5 must be submitted for items that are not proposed to be internally funded.** Offices and Departments should submit an estimate of cost from the relevant support Offices and Departments (such as ITS, TNR, or FMD) with the FY 2025 Budget Submission on April 22, 2024. For that reason, PBO urges Offices and Departments to begin working with these support Departments as soon as possible. For questions regarding which support Departments may be impacted, please contact the assigned Planning and Budget Analyst. Individual assignments and phone numbers are listed in section six of the Appendix.

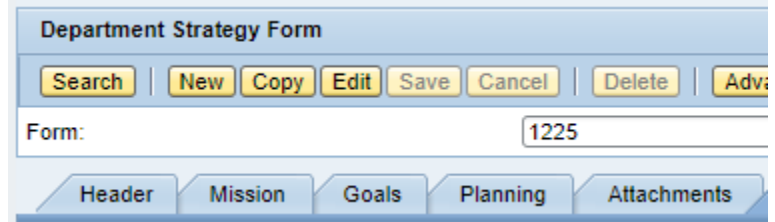
PBO will discuss all proposed FY 2025 organizational and position changes with HRMD for review and input for any recommended changes in the FY 2025 Preliminary Budget.



III. DEPARTMENT STRATEGY FORM

All Offices and Departments will submit Department summary information using the online Department Strategy Form in SBP. The form is available in Travis County’s SAP system located under the “Budget” tab and Performance Management sub-tab. All FY 2024 forms submitted last year will need to be copied to FY 2025 so users can update data as needed for the FY 2025 budget submission. Please review and revise the Header Tab information for your program to ensure that everything is correct. Link to the SAP Helpjuice article. [Department Strategy Form](#).

The Department Strategy form has the following tabs for submitting information:



- **Header:** Used for very high-level information.
- **Mission:** Used to provide the Office’s or Department’s Mission Statement.
- **Goals:** Allows Offices and Departments to align Departmental goals with County-wide goals.
- **Planning:** Used to provide current and long-term plans, factors impacting current and future budgets, and improvements and efficiencies.
 - **Current and Long-term Plans:** The form provides a space for Offices and Departments to share annual work plans and long-term plans, or priority areas of focus for the future.
 - **Factors Impacting Current and Future Budgets:** Use this space to inform PBO of possible challenges on the horizon, known growth needs, or other upcoming events that will need to be considered in the next five years. Offices and Departments should reference any planning documents, past presentations to Commissioners Court, or other related resources that can help inform the basis for such plans.
 - **Improvements and Efficiencies:** Use this space to report on potential efficiencies that could be incorporated to maintain service levels for an increasing population without additional dollars. The long-term goal is to help Offices and Departments prioritize resources toward mandated core services and proven programs with measurable benefits to Travis County residents.
- **Attachments:** Used to attach any documents that describe long-term strategic plans and priority areas of focus for the Office or Department for the future. Offices and Departments may also attach documents that address program needs, mandated requirements, growth factors, and internal process improvements and efficiencies. This could also include presentations made to Commissioners Court on programs, initiatives, or master plans, as well as any formal direction received from the Commissioners Court.

IV. PROGRAM RESULTS FORM

All Offices and Departments will submit program specific performance measures using the online Program Results Form in SBP. The form is available in Travis County’s SAP system located under the “Budget” tab and “Performance Measurement” sub-tab. This tab will only appear for properly authorized users in each Department. On this form, program staff and managers will provide program-level information and analysis, including actual and estimated performance measure results, on one Program Results Form per program. Link to the SAP Helpjuice article. [Program Results Form](#).

All FY 2024 forms submitted last year will need to be copied to FY 2025 for all current programs so that users will be able to update data as needed for the FY 2025 budget submission. Please review and revise the Header Tab information



for your program to ensure that everything is correct. If the Fund Center(s) shown is incorrect or incomplete, contact your Planning and Budget Analyst to update. Instructions for each tab of the form follow.

A. PROGRAM INFORMATION TAB

The Program Information Tab includes the following open-ended questions that are key focus areas for these forms:

Statutorily Required or Mandated Services within Program: What is the program’s statutorily or legally required/mandated services? Please list the legal requirements for each program. This includes, but is not limited to, federal, state, and local government code. In addition, identify whether there is a service level requirement for each mandated service, and describe at what level the Office or Department provides the service. If your program is not mandated but supports a mandated program, please indicate that here as well.

Changes to Statutorily Required/Mandated Services: Offices and Departments should review and identify the mandated programmatic functions that may have changed since the last budget submission. Where applicable, Departments should provide updates on legislation from the 88th Legislature that may impact mandated functions.

Discretionary Services within Program: List discretionary services provided in this program area. A discretionary service is one that is not strictly mandated by state or federal statute, and may include support or overhead functions, as well as services the County has traditionally provided according to local demand, not legal mandate. It may also mean a service level that is not specifically mandated by law.

Changes to Discretionary Services: Offices and Departments should review and identify the changes to discretionary services provided in this program area that have occurred since the last budget submission.

Program Efficiencies and Outcomes: Discuss the program efficiencies and outcomes the Department/Office seeks to attain and how all measures impact that effort. The long-term goal is to help Offices and Departments use this information to prioritize resources toward mandated core services and strong-performing programs with measurable benefits to Travis County residents.

Program Results Compared to Benchmarks: Offices and Departments should discuss trends in program results and note how these results compare to benchmark programs, whether the comparison program is internal to Travis County or external.

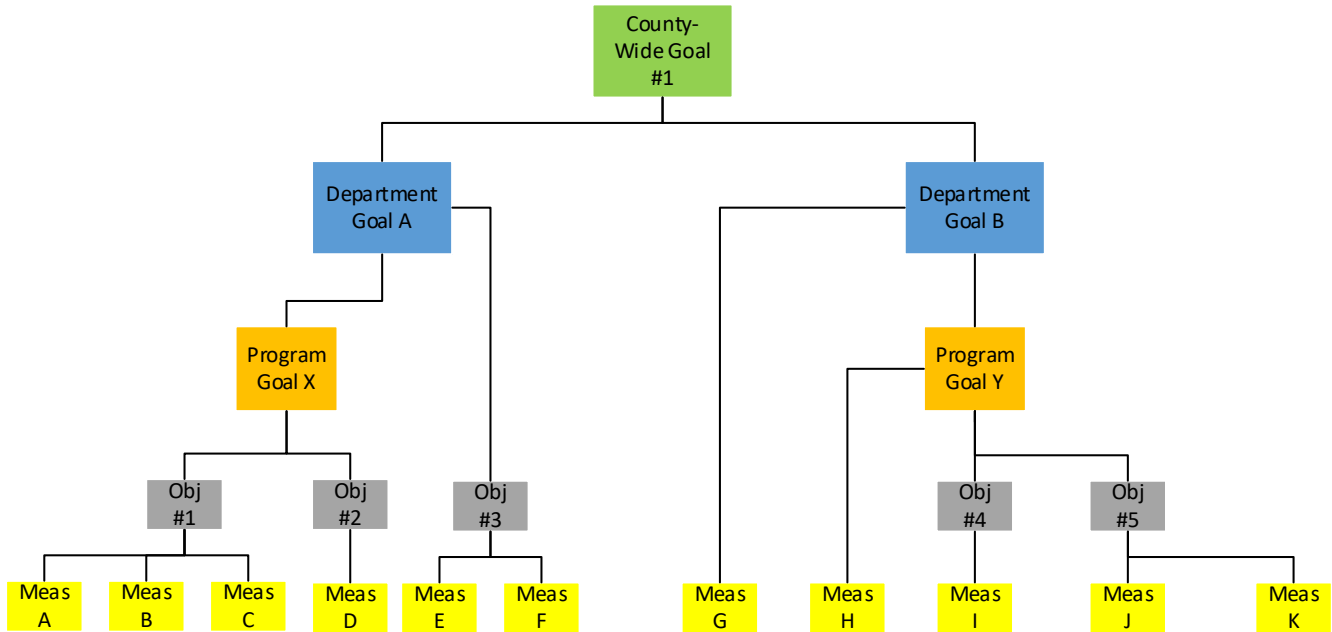
Source Data and Projection Assumptions: This section requests background information and the data source or assumptions used for projected performance measures. Explain how the performance measure data will be collected and how it can be externally verified and provide any historical trends and underlying assumptions for the projections.

B. PROGRAM GOALS, OBJECTIVES, AND MEASURES TAB

Using the Program Goals, Objectives, and Measures tab, Offices and Departments must associate, or “link,” program goals, program objectives, and performance measures to each other, and link these components back to a Department goal. Any newly created measures, goals, or objectives will need to be added to the list using the “Add” button. PBO



recommends adding measures, then linking them to objectives and then to goals to aid in maintaining the correct hierarchy. As shown below, a component can only be linked with one component in each higher tier. That is, a measure can only be associated with one objective, an objective can only be associated with one program goal, and a program goal can only be associated with one Department goal. Offices and Departments must choose one County-wide goal to link with all their Departmental goals on the Department Strategy Form. Use the “Validate” button to find errors in data entry.



C. PERFORMANCE MEASURES TAB

The list of performance measures relevant to the program will be pre-filled with information already provided by Departments with the following fields: Measure Text, Type (e.g. Input, Output, Efficiency, or Outcome), and Unit of Measure (UoM). The Line Text flag will be checked to indicate that line text was previously entered for the given measure and that text can be edited by clicking the “Line Text” button. The Measure field is a unique identifier number assigned to each performance measure by SAP. The FY 2021 Actuals, FY 2022 Actuals, and FY 2023 Original measures will also have pre-filled data. For the FY 2025 budget process, Departments will update their measures by entering FY 2023 Actuals and FY 2024 Revised Projections. Offices and Departments will also provide projections for FY 2025 through FY 2029. As in the previous tab, add any new or missing measures using the “Add” button. The “Delete” button will remove a measure from display but will not remove it from the system. PBO will be working with Offices and Departments to ensure that all programs have at least one outcome measure for each program.

D. ATTACHMENTS TAB

Offices and Departments may attach electronic documents or provide links to external documents that provide background information related to their performance measures. Offices and Departments may also attach documents that address program needs, mandated requirements, growth factors, and internal process improvements and efficiencies. Users are encouraged to use PDF or image file types for best functionality.

Please work with your Planning and Budget Analyst if you have questions about the ongoing process of entering Program Results Form data into SAP.



V. BUDGET WORKBOOK

Important: All filters must be cleared prior to submission for subtotals and links to work correctly.

As in previous years, the Budget Workbook includes two main linked spreadsheets: (a) the Budget Submission Worksheet – consisting of the Office’s or Department’s FY 2025 Projected Expenditures, FY 2025 Budget Submission, and FY 2025 Budget Target Level; and (b) the Positions tab – which includes the authorized position list with actual salaries and estimated benefit costs as of February 12, 2024. There will be additional worksheets if a Department or Office is responsible for multiple funds.

To use the capabilities of SBP most effectively, programs can be budgeted in one or more fund centers, but multiple programs should not be budgeted in the same fund center. This will help connect program expenditures and measures in SAP. Offices and Departments should use the budget submission as an opportunity to align expenditure budgets to programs within the workbook.

Offices and Departments should review and analyze past expenditure history and allocate their operating budget to reflect actual expenditures and needs, particularly for known expenses such as recurring contracts or bills. This will diminish the need for midyear transactions between commitment items. Please work with your Planning and Budget Analyst to make sure that the operating budget in the Budget Submission Worksheet best reflects the actual projected expenses of the Office or Department.

A. BUDGET SUBMISSION CHECKLIST

The Budget Submission Checklist tab summarizes the Department budget submission. On this tab, Departments will mark “X” for each item they have submitted. Documents that must be submitted by all Offices and Departments include the following:

- Budget Submission Summary (PB-1) Form
- Organizational Summary (PB-2) Form
 - Current Organizational Chart
- Department Strategy Form in SBP
- Program Results Form in SBP for **EACH** Program
- Budget Workbook
 - Completion of the FY 2025 Budget Submission Checklist tab;
 - Budget Submission Worksheet – consisting of the Office’s or Department’s FY 2025 Projected Expenditures, FY 2025 Budget Submission, and FY 2025 Budget Target Level balanced line-item budget at or below target. There will be additional worksheets if a Department or Office is responsible for multiple funds; and
 - Positions tab – which includes the authorized position list with actual salaries and estimated benefit costs as of February 12, 2024, that should be updated as appropriate to reflect salaries as of October 1, 2024. There may be other personnel categories that will also need to be completed depending on your Office or Department.
- ITS Inventory Form submitted to ITS
- Electronic version of complete submission in SharePoint

Other items that require submission to PBO within the Budget Workbook, if applicable:

- Proposed Position Changes List tab that is intended to capture position changes entered on the Positions tab, including Career Ladders, Internally Funded FTEs, Proposed Reclassifications, and Org Unit, Fund Center and



Fund Changes proposed in the FY 2025 budget process. Depending on the change, the following information may also be required:

- A memo with the justification for requested reclassifications and internally funded positions that will be required to be uploaded to SharePoint with the FY 2025 Budget Submission and emailed to Ruby Sanchez with HRMD at ruby.sanchez@traviscountytx.gov
 - PAQ (or draft job description for new jobs) for requested reclassifications and internally funded positions
 - New organizational chart with proposed position changes for reclassifications, internally funded positions, Fund changes and Fund Center Changes
 - PB-4 and PB-5 is required if proposed position changes are not internally funded and new resources are requested
- Zero-based commitment item spreadsheet
 - 120-Day Vacancy List included in the Vacancies tab
 - Complete Fee Review and Contract Review tabs
 - Capital Acquisition Resources (CAR) account update
 - Status Reports for FY 2023 and FY 2024 applicable funded budget requests, pilot programs, and revenue-related requests
 - Earmark Status Reports for FY 2024 approved Earmarks

Other items that could be required in your FY 2025 Budget Submission include:

- Prioritized Budget Request Proposal Form (PB-4) and Budget Request Details (PB-5) for all budget requests
- Capital Budget Request Form (PB-6) (one per Office/Department)
- Revenue Estimate Form
- Special Revenue Request
- Radio Request Form
- Multifunction Device Request Form
- ITS Assessment Request (online only)

B. BUDGET SUBMISSION WORKSHEET

All Offices and Departments must turn in the Budget Workbook with the FY 2025 Budget Submission column of the Budget Submission Worksheet equal to or less than the FY 2025 Budget Target Level. If an Office or Department submits its budget above the FY 2025 Budget Target Level, PBO will reduce the FY 2025 Budget Submission to the FY 2025 Budget Target Level. PBO will accept budgets submitted below the Budget Target Level after reviewing them for obvious errors or omissions.



As shown below, the Budget Submission Worksheet has three columns that will be used for the FY 2025 Budget Submission.

FY 2025 Budget Submission Worksheet			
	FY 2025 Projected Expenditures	Changes	FY 2025 Budget Submission
Personnel			
Operating			
Total			(1)
FY 2025 Budget Target Level			(2)
Difference from Dept. Submission (Needs to be zero or less)			(3)

(1) This number must be equal to or less than the Office's/Department's FY 2025 Budget Target Level (2), which is listed at the bottom of the worksheet

(2) FY 2025 Budget Target Level

(3) The difference between (1) and (2); should be less than or equal to \$0

The first data column reflects the Office's or Department's FY 2025 Projected Expenditures. For personnel line items, these figures are the annual cost of actual salaries and benefits for filled positions and the annual cost of vacant positions at the minimum of the paygrade as of February 12, 2024. This first column is completed by PBO prior to the distribution of the Workbook. It is protected electronically and cannot be changed by the Department. Please contact your Planning and Budget Analyst with any questions about the numbers in this column.

The operating expense line-items in the first column are taken from the FY 2025 Budget Target. The second column, "Changes," is used to track all changes made in preparing the FY 2025 Budget Submission. For personnel line-items, this column tracks all changes made to the Positions tab. Any changes to the personnel line-items must be made in the Positions tab. The personnel cells in the "Changes" column are password protected to prevent changes that do not originate from the Positions tab.

For operating line items, entering a positive number in the "Changes" column will add funding to a line-item and entering a negative number will decrease funding from a line item. Please note that these changes are all internal to the departmental budget. After all changes are completed, the Office/Department total on the Budget Submission Worksheet must be equal to or less than the FY 2025 Budget Target Level.

The third column is the sum of the FY 2025 Projected Expenditures and the requested changes. This is the FY 2025 Budget Submission. This column is formula-driven and electronically protected. **Do not update this column manually.**

C. POSITIONS WORKSHEET

Important: All filters must be cleared prior to submission for subtotals and links to work correctly.

The Positions tab (worksheet tab titled "Positions" in the Budget Workbook) consists of the Office's or Department's projected personnel expenditures as of February 12, 2024. Offices and Departments should make any proposed personnel changes (including any proposed internal reorganizations) on this worksheet.

The Positions tab includes the Organizational Unit Name for each position. This will help Offices and Departments determine whether each position has the appropriate organizational unit and budgeted funds center.

The Positions tab has hidden columns to help PBO upload budget changes to SAP correctly. **DO NOT** delete any columns or submit position information in another worksheet or format as it will likely result in your budget submission containing significant errors.



The Positions tab will automatically calculate the benefits for each position. Do not change these formulas. Benefit cost changes for FY 2025 will be centrally updated as necessary by PBO based on Commissioners Court actions taken during the budget process.

While updating the Positions tab, Offices and Departments are urged to periodically look at the Budget Submission Worksheet to verify that the budget is still within the FY 2025 Budget Target Level. If, after all adjustments have been made and checked, the FY 2025 Budget Submission is above the FY 2025 Budget Target Level, the Budget Submission must be reduced to meet the required FY 2025 Budget Target Level.

Key focus areas in the Positions tab are:

Filled Positions: Update the salaries for all filled positions to the anticipated salary for the position as of October 1, 2024. For positions that have become vacant since February 12, 2024, or are expected to become vacant in the near term, please update the “Employee name,” “Longevity,” “Annual Sal Used,” and “Cost Center Salary” columns of the positions tab. Any career ladder position title changes and salary changes for the next fiscal year should also be reflected on this worksheet.

PBO has updated the salaries of POPS positions to include the step increase approved for FY 2024. Due to changes and promotions that may have occurred after the Positions tab was generated, all positions in the Positions tab will need to be reviewed. As indicated above, Offices and Departments should review the salaries of all positions to ensure the positions are set at the estimated October 1, 2024 salary.

If the organizational unit or budgeted funds center for any filled position is incorrect or needs to be updated, please update the worksheet and work with PBO and HRMD to ensure that the appropriate changes are made in the Human Resources module of SAP.

Shift Differential Pay: The FY 2024 Adopted Budget includes shift differential pay for appropriate Offices and Departments and remains within the FY 2025 Budget Target Level. These funds will be included on the Positions tab of your Budget Workbook.

Career Ladders: Offices and Departments should continue to redirect savings from career ladder vacancies, other permanent salary savings, and any other resources within their budget target to internally fund departmental career ladder increases for positions in high priority programs. Career Ladder changes should be reflected on the Proposed Position Changes List tab for the FY 2025 budget submission.

Vacant Positions: Review all vacant positions to determine if any have been filled or will be filled in the near term. Update the “name,” “hire date,” “Annual Sal Used,” and “Cost Center Salary” columns of the positions tab and/or the expected salary at which the position will be hired. Fund center salary is the portion of the employee’s salary paid out of that particular fund center.

Part-Time Employees: Please review whether an appropriate number of hours has been assigned to all part-time employees. Regular employees who work fewer than 30 hours do not receive County health insurance coverage. However, incumbent employees who worked fewer than 30 hours per week as of May 19, 2015, are grandfathered and will continue to receive health insurance coverage, so budget health insurance for these grandfathered employees accordingly.

The Budget Workbook includes health insurance coverage for all regular employees, (0.75 FTE to 1.0 FTE), including some “grandfathered” part-time employees working less than 30 hours (less than 0.75 FTE). Please consult with your Planning and Budget Analyst before changing this benefit line item. Offices and Departments wanting to change the



budgeted amount of health benefits for part-time employees will need to consult with their Planning and Budget Analyst prior to any proposed reallocation. If you do not know whether a position should receive benefits, please contact HRMD.

Temporary Employees: If your Office or Department has a budget for temporary employees, the positions tab will include a line for temporary salaries. Please review the amount and update or revise as necessary. A retirement contribution is expected to be paid for any temporary employee salaries whose position is scheduled to last six or more consecutive months. Please review whether an appropriate amount for retirement (commitment item 506055) is budgeted on the positions tab. If the amount needs to be changed, please work with your Planning and Budget Analyst. If you do not know whether a position should receive retirement benefits, please contact HRMD.

The County provides health insurance to certain County employees currently classified as temporary employees if they meet certain criteria listed in Travis County Code Chapter 10. As with retirement contributions for temporary employees who work more than six months, health insurance contributions for temporary employees who meet this criterion will need to be internally funded. The Positions tab **does not** contain an allocation for health insurance for any temporary employees. The list of current temporary employees receiving this benefit have been included in a separate table in your workbook or provided separately by PBO. Please consult with your Planning and Budget Analyst and HRMD on how the health benefit expense for temporary employees will be managed within your FY 2025 budget. This may include moving long-time temporary employees to existing vacant positions within the Office or Department.

Overtime Salaries/POPS Add Pay: If the Office or Department has a budget for overtime or POPS Add Pay commitment items, the positions tab will include row(s) for these expenses to be included in the line-item budget. Please review the amounts and update or revise as necessary. All increases to Overtime and POPS Add Pay commitment items should be funded internally.

Special Project Workers: Special Project Workers (SPWs) are not included in the Positions tab, as they are excluded from the FY 2025 Target Budget and the FTE counts for Offices and Departments. These positions are listed in a separate positions tab within the workbook. For SPWs continuing to FY 2025, the Office or Department must submit a status report to provide an update regarding the pilot project or affected program. Continuing SPWs do not require a budget request for FY 2025 and will be handled centrally by PBO. SPWs ending in FY 2024 have not been included in the Budget Workbook. For these positions, Offices and Departments will either a) take no action if the project is completed, or b) request continuation of the SPW(s) by submitting a budget request (submitting a PB-4 and PB-5).

Grant-Funded Positions: PBO will include all grant-funded positions in a separate tab within your budget workbook. This is intended to help PBO build a more comprehensive list of all positions by Office or Department. While grant-funded positions will be listed on this tab, the grant budget will not become part of the budget process given the differing grant start dates and the existing grant management process.

D. PROPOSED POSITION CHANGES LIST

The FY 2025 Budget Workbook contains a **Proposed Position Changes List** tab that is intended to capture position changes entered on the Positions tab, including Career Ladders, Internally Funded FTEs, Proposed Reclassifications, and Org Unit, Fund Center and Fund Changes proposed in the FY 2025 budget process. Please see the table below for further guidance on what is required for each proposed action.



<i>If you have the following:</i>	<i>Memo to PBO and HRMD*</i>	<i>PAQ (or draft job description for new jobs)*</i>	<i>New Org Chart w/Proposed Changes*</i>	<i>Proposed Changes highlighted in Positions tab in Workbook</i>	<i>Proposed Changes included in Proposed Position Changes List tab in Workbook</i>
Reclasses	X	X	X	X	X
Internally Funded	X	X	X	X	X
Fund Changes			X	X	X
FC Changes			X	X	X
Career Ladder				X	X

*Must be included in the FY 2025 Budget Submission uploaded to SharePoint and emailed to Ruby Sanchez with HRMD at ruby.sanchez@traviscountytx.gov.

To ensure the relevant position changes entered on the Positions tab are captured on the **Proposed Position Changes List** tab, Offices and Departments should follow the steps below:

- Select the correct change type using the dropdown menu in Column A
- Enter a brief justification regarding the change in Column B
- Paste position numbers that are proposed to be changed into Column C. The current and proposed information from the Positions tab will be automatically populated in the relevant fields on this tab.
 - If creating new internally funded positions, please name the positions with unique descriptions (i.e., New 1, New 2, or IF1, IF2) so that the **Proposed Position Changes List** tab will populate correctly.
 - Split-funded positions must be entered on two rows, and the Cost Center, Cost Center FTE, and Cost Center Percentages must be adjusted manually.
- Use the dropdown to indicate any additional space needs for the position and use the drop down to select the proposed work location, if relevant.
- Make sure that the changes appearing on the Proposed Positions Changes List tab match what was changed on the Positions tab. If not, please review your Positions tab for any potential errors. If all else fails, you can manually update any cells as needed.

As previously mentioned, proposed reclassifications, internally funded positions, and reorganizations should be noted on the Organizational Summary (PB-2) Form and include supporting documentation, such as a memo, a PAQ, and a new proposed organizational chart.

E. ZERO-BASED COMMITMENT ITEM UPDATE

Where applicable, PBO will provide Offices and Departments with a spreadsheet within the Budget Workbook to build the budgets for specific commitment items from \$0 to the budgeted amount included in the budget submission. A detailed funding description will be requested for the following critical commitment items:

- Rent-Building & Land (511630)
- Hardware/Software Maintenance (511550)
- Other Services (511900)
- Other Consulting Services (511890)
- County Contribution to Grants (595010)



- Any other commitment items that are deemed in need of further detail

Contact the appropriate Planning and Budget Analyst with any questions.

F. 120 DAY VACANCY LIST

PBO will provide Offices and Departments with a worksheet that lists positions vacant for 120 days or longer projected as of April 22, 2024. The worksheet will contain comments provided to PBO from Offices and Departments in the past. Offices and Departments should review these notes and provide any updates to the status of these positions and submit any additional information in the FY 2025 budget submission that documents the reason each position continues to be vacant. PBO will work with Offices and Departments throughout the budget process to assess long-term vacancies. Offices and Departments with positions vacant 120 days or longer without reasonable justification may expect a recommendation from PBO to reallocate the resources within the Office of Department or to another Office or Department with a documented need. This includes consideration of positions that have been frozen for a long period of time.

G. FEES NOT SET BY STATUTE AND REVENUE GENERATING CONTRACTS

The FY 2024 budget process included a review of fees not set by statute and revenue contracts as a part of the County's effort to maximize non-property tax revenue. For FY 2025, this review will continue for Offices and Departments to update and should be included with their budget submission on the Fee Review and Contract Review tabs.

For applicable Offices and Departments, the budget workbook will contain one tab with all applicable fees not set by statute and one tab with all applicable revenue generating contracts. Each tab will contain some prefilled information that will need to be verified and additional information requested for each fee or contract that will need to be updated and included in your budget submission. These columns include the following fields:

Fees not set by state statute:

- Fee Description
- Fund – Cost Center – GL
- FY 2024 Approved Fee
- FY 2024 Budgeted Revenue
- FY 2025 Proposed Fee
- FY 2025 Revenue Projection
- Date Fee Last Updated
- Proposed Future Review Frequency
- Legal Framework Establishing Fee
- Justification for FY 2025 Proposed Fee

Revenue Generating Contracts:

- Contract Name
- Agency/Company
- Contract Number
- FY 2024 Budgeted Revenue
- FY 2025 Proposed Contract Amount
- FY 2025 Revenue Projection
- Date Contract Last Updated
- Proposed Future Review Frequency
- Cost Recovery Basis
- Justification for FY 2025 Revenue Projection

PBO will review all submitted information in conjunction with the County Auditor's Office.



The FY 2025 proposed fees and revenue generating contracts should consider the following information, but not limited to:

- Program salary and benefit costs
- Equipment costs (including vehicle & IT equipment/software)
- Direct operating costs (supplies, materials, fuel, etc.)
- Indirect costs that occur outside of the Office or Department that provides that direct service so that County expenses such as utilities, fuel and support services are included.

PBO will help coordinate applicable changes to be presented to the Commissioners Court. Fees required to be approved by the Commissioners Court will be presented prior to the adoption of the FY 2025 Budget. As in FY 2024, proposed increases for existing revenue generating contracts are capped at a 15 percent increase per direction of the Commissioners Court in the FY 2025 Budget Guidelines. Any new revenue generating contracts should seek to recover the full cost for providing these services. Recommended changes to any revenue contracts will be presented to the Commissioners Court at the next contract renewal or according to the terms of the contract.

H. CAR ACCOUNT UPDATE

Offices and Departments that received funding for capital items from the Capital Acquisition Resources (CAR) Account in FY 2024 will receive a CAR Account Update worksheet requesting the status of and projected expenditures for current CAR funded projects. The budget information was compiled using numbers as of February 29, 2024. The report includes the approved budget along with space to provide an update for each project, the estimated project balance as of September 30, 2024, and the anticipated request to re-budget project resources, if applicable. Based on this information and mid-summer updates, PBO will work with Offices and Departments to transfer CAR balances that are recommended for re-budgeting in FY 2025 into the CAR Reserve, or to properly encumber approved projects.

I. STATUS REPORTS

PBO will provide Offices and Departments with status reports that correspond with FY 2023 and FY 2024 applicable funded budget requests, pilot programs, and revenue-related requests. PBO will pre-fill the form with the following information from the original budget submission:

- Name of approved budget request;
- Year first approved and dollar amount;
- Number of FTEs/SPWs approved; and
- Summary statement of request.

Offices and Departments should update the remaining fields, including number of FTEs/SPWs currently filled. Please describe the program implementation process and, if any delays have occurred, explain why. In addition, please also discuss any performance measures associated with this budget request.

If the request was tied to revenue, explain whether the total revenue for the program is meeting or exceeding the certified revenue. If not, explain why the expanded program should remain in the budget. Offices and Departments requesting continuation of an existing one-time pilot project will need to fill out a separate PB-4 and PB-5 document for each program.

J. EARMARKS STATUS REPORT

PBO will also provide Offices and Departments with a status report for FY 2024 approved Earmarks against the Allocated and CAR Reserves. PBO will pre-fill the form with the following information from the original budget submission:



- Name and reserve of the approved Earmark;
- Amount approved; and
- Amount used to date and Remaining balance.

Offices and Departments should update the remaining fields, including the planned amount to be requested for the remainder of FY 2024. Please also indicate the status of your Earmark, which includes “Earmark Used”, “Need Additional Funding for FY 2025 (submit PB4 and PB5)”, and “Plan to use in FY 2024”. Please also discuss the implementation and expectations of the Earmark, as well as any associated performance measures.

If the Department or Office is requesting that the Earmark carry forward to FY 2025, the Department or Office must submit a FY 2025 budget request including a PB-4 and a PB-5. Within this request, please provide justification for continuing the Earmark, discuss the history of the request, project delays, or other reasons for carrying the Earmark forward.

VI. ADDITIONAL INFORMATION

A. REPLACEMENT COMPUTERS AND PRINTERS

Computer replacement is handled centrally by ITS. To facilitate an efficient replacement process, Offices and Departments are required to submit an ITS Replacement Form to ITS by **Monday, April 1, 2024**. This form is available on the Travis County Intranet with other budget forms.

Offices and Departments are asked to review and verify the data found in the ITS Replacement Form for FY 2025. The information in the ITS Replacement Form will automatically load when the Office or Department number is entered. This information is pulled directly from the SAP Asset Inventory Report. The design provides front-end information regarding not only eligible systems, but department-purchased systems, grant-funded systems and systems that may not be eligible for automatic replacement as well.

Based on the current five-year computer replacement policy, the target date range for replacement eligibility for FY 2025 is systems received in SAP from approximately October 1, 2020, through September 30, 2021. Offices and Departments should indicate their choice on the ITS Replacement Form – replace, upgrade, downgrade, etc. for each system. If an upgrade is chosen, the cost of that upgrade will show on the form. Please indicate in the notes section whether the Office or Department will be internally funding that cost difference or will be submitting a budget request for the cost difference.

To ensure for adequate security, all PCs on the Travis County Network or running Travis County applications should have Windows 10 (22H2) for desktops, and servers should not have an operating system older than Windows Server 2016 (version WS2016.1607). If your PCs and servers have older operating systems that cannot be updated, then the equipment must be replaced in an expeditious manner. PBO requests that Offices and Departments prioritize upgrading unsupported equipment for replacement during the FY 2025 budget process as unsupported equipment can cause serious operational, security and reputational damage to the County.

If the affected equipment was previously internally funded desktop/laptop equipment, Offices and Departments are expected to internally fund the replacement as soon as possible. If the Office or Department wishes to request that the internally funded device be added to the central replacement list, please indicate that in the notes and that decision will need to be made during the budget process. Submit an ITS Service Desk Request on Travis Central for questions regarding supported operating systems.



Computers will be recommended for replacement by ITS based on a replacement schedule that takes into consideration the age and reliability of the equipment as well as available resources. Standard configurations have been selected to facilitate redeployment at the end of the lifecycle period. All replaced workstations must be returned to ITS. Equipment purchased or replaced by the replacement budget is the property of the County, not of the Office/Department or individual. Offices and Departments may not repurpose end-of-life computers within the Office/Department. If the Office/Department wishes to keep the old equipment for other uses, a request must be made in writing to and approved in writing by ITS and their PBO Budget Analyst. Recycled or “trickledown” equipment will not be considered as part of the five-year replacement cycle.

For general planning purposes, it should be expected that computers will be eligible to be replaced approximately every five years. A computer being identified as eligible for replacement does not guarantee its replacement. The amount of available funding is also taken into consideration in evaluating computer replacement. Networked printers will only be considered for replacement when malfunctions and down time are documented (e.g., calls to the ITS Help Desk) or when the manufacturer indicates that repair parts will no longer be available. Please contact ITS with any questions regarding the eligibility of replacement equipment.

Please note: For systems to be eligible for replacement, they must be active on the County’s network and up to date in the County’s inventory system in SAP. Inactive and off-network systems will not be funded or replaced.

As in prior years, upgrades to monitors, replacement of iPads and personal desktop printers will need to be funded internally by the requesting Department or Office. The use of personal desktop printers is discouraged due to the need for networked printers to print securely. In addition, Offices and Departments are encouraged to work with ITS on the selection of all IT equipment and software for use to ensure ITS can support the device. As in previous years, funds to purchase new computers and telecommunication equipment will continue to be centrally budgeted in ITS for FY 2025. Failure to complete and return the ITS Replacement Form by the **April 1, 2024**, deadline will result in ITS not including the applicable replacement equipment in the countywide request submitted to PBO. Replacement items not on the countywide recommended replacement list will not be considered by PBO for the FY 2025 Preliminary Budget.

B. NEW AND REPLACEMENT COPIER EQUIPMENT

Offices and Departments are expected to internally fund the cost for leasing new and upgraded multi-function copier devices if it is a new/upgrade starting midyear and not captured in the budget process. Funds for these leases are transferred to ITS, which centrally budgets copier leases for the County. For replacement devices, if the new lease is cost neutral, no additional funds from the Office or Department will be necessary.

Offices and Departments that plan to purchase new equipment or upgrade or replace current equipment must submit a completed Multi-function Device Request Form to Paula Beatty in ITS by **April 1, 2024**. ITS will then submit to PBO a central budget request for multi-function device needs if requests exceed the current target budget. Offices and Departments will be made aware of any additional ongoing costs that will need to be transferred to ITS during the Preliminary Budget process.

To allow ITS staff to handle copier requests centrally through the budget process midyear FY 2025 multi-function device requests will be processed only on an emergency basis.

C. REVENUE AND THE FY 2025 BUDGET PROCESS

To assist the County Auditor’s Office in preparing the official countywide FY 2025 Revenue Estimate, applicable Offices and Departments will need to complete a Revenue Estimate Form in addition to the information regarding fees not set by statute and revenue generating contracts in tabs within your Budget Submission Workbook. In a few cases, the



Office/Department will also need to complete a Special Revenue Request form. This form is only needed if the Office or Department identifies a new source of revenue that requires additional expenditures. The forms can be downloaded from Travis Central at <http://traviscentral/pbo/budget>. Once completed and approved by the Office’s or Department’s Elected or Appointed Official, an electronic version of the signed document(s) should be returned to Vanessa.Robles@traviscountytx.gov, and uploaded to SharePoint along with your FY 2025 Budget Submission. For questions regarding the FY 2025 Revenue Estimate or FY 2025 Revenue Certifications, please contact Vanessa Robles at 854-4483.

D. PURCHASING OFFICE INFORMATION REQUEST FOR FY 2025 CONTRACTS

The Purchasing Office wishes to better plan procurements for the upcoming year and to ensure that no gaps occur in contract coverage. The Purchasing Office requests that Offices and Departments that are procuring major commodity items or services or performing construction-related procurement provide the information outlined in the following spreadsheet format to the Purchasing Office by **Monday, April 22, 2024**.

Department Name: _____

<i>Description of Item/Service/Project</i>	<i>Current Vendor (if applicable)</i>	<i>Date Needed</i>	<i>Dollar Value to be contracted in FY 2025</i>	<i>Check if contract is in place</i>

Please include all major commodity items, services, and construction projects, even if it is a contract renewal. While this form is not mandatory, this information will allow the Purchasing Office to more proactively plan for procurement needs and avoid inadvertent gaps in coverage and impacts to departmental operations. Please contact C.W. Bruner at 854-9760 for assistance.

E. RADIO REPLACEMENT

Portable radio replacements will be centrally requested through Emergency Services. An FY 2025 Radio Replacement Form is available for Offices and Departments that require replacement equipment. The form describes the available models and features of the radios. The form needs to be submitted to Adam Johnson in Emergency Services at 854-4895 by **April 1, 2024**. Please direct any questions regarding models or eligibility to Emergency Services.

F. VEHICLE AND HEAVY EQUIPMENT REPLACEMENT

Vehicle and heavy equipment replacements will be handled centrally through the Fleet Services division of Transportation and Natural Resources. The Fleet Manager will provide a list of the vehicles and heavy equipment that meet the approved replacement criteria for applicable Offices and Departments for review and concurrence. Offices and Departments will not be required to submit budget requests for vehicles that meet both the age and mileage replacement criterion.

Please note that vehicles that are eligible to be replaced in accordance with the Vehicle Replacement Policy may need to have their replacement vehicle deferred due to limited resources. It is possible that not all eligible vehicles will be replaced due to fiscal constraints in any given fiscal year. PBO will request input from the Fleet Manager to help prioritize the vehicle replacement needs.



G. ENCUMBRANCE AND PRE-ENCUMBRANCE REVIEW

Near FY 2024 year-end, Offices and Departments will be required to review all open pre-encumbrances (Shopping Carts) and encumbrances (Travel, Funds Reservations, and Purchase Orders) over 90 days old for potential liquidation.

In addition, shopping carts that will roll over to FY 2025 will be limited to contractual obligations or extraordinary circumstances and must be approved by PBO prior to accessing these pre-encumbered funds in FY 2025. Offices and Departments are discouraged from using this process for routine or less critical purchases at the end of the fiscal year to help preserve the ending fund balance. As such, PBO will be less likely than in the recent past to approve all requested rollover encumbrances. PBO will provide updates to Offices and Departments regarding encumbrance review during the summer.

REQUESTS FOR FUNDING BEYOND THE FY 2025 BUDGET TARGET LEVEL

The FY 2025 Budget Guidelines provide an overall framework for the budget process. Offices and Departments should review these guidelines prior to preparing their FY 2025 budget submissions. The Guidelines are intended to guide the development of a budget that supports core mandated services and promotes resiliency and sustainability. Offices and Departments should reprioritize within their existing resources to fund any requests to maintain current service levels or new needs. Reduction proposals are not requested for the FY 2025 budget submission.

PBO will be limited in its ability to make new funding recommendations beyond the cost drivers discussed in the guidelines in the Preliminary Budget. PBO is available to assist Offices and Departments with identifying ways to internally fund high priority budget requests.

The same constraints exist on capital requests. Therefore, please consider whether the capital request is compelling and urgent or if the capital project has prior Commissioners Court approval. PBO will review outstanding capital balances in conjunction with making recommendations for new capital projects. Offices and Departments are asked to complete projects approved in a prior budget cycle before requesting additional capital funds.

To request additional funding, a budget request package must be submitted. A budget request package includes the following forms:

- Budget Request Proposal (Form PB-4) – narrative justification for the request;
- Budget Request Details (Form PB-5) – the budget requested for funding the proposal;
- Capital Budget Request (Form PB-6) – summary and details of capital funding request; and
- Support Department Forms, if necessary.

Pilot Programs: Offices and Departments that received one-time pilot program funding in FY 2024 and wish to request that a pilot continue for an additional year on a one-time basis must request funding for the program using the PB-4 and PB-5 forms. In the narrative section of the PB-4, staff should document how the following criteria are met:

- The program addresses a critical, core Travis County issue that:
 - is not otherwise being addressed; or
 - is being addressed but is not achieving the desired results.
- Priority will be given towards cost saving initiatives such as reducing jail detention populations.
- A new program that has the potential to duplicate or overlap with an existing program is clearly identified, and protocols that will isolate the impact of each program on performance outcomes are described.



- Commitment to include your Planning and Budget Analyst in the implementation process throughout the pilot period.
- Programmatic performance measures for innovative programs directly relate to the established departmental mission statement, goals, objectives, and performance measures.
- Performance measures focus on outcomes, but also include input, efficiency, and output measures. All programs should have at least one outcome measure.
- Performance measures are meaningful, valid, and can be independently verified.
- Commitment to take performance management training in consultation with PBO.
- Willingness to provide periodic status updates to PBO during the pilot period to refine goals and objectives and to measure progress.
- Willingness to use special project workers if new staff is needed.

The criteria above should also be addressed for new pilot funding proposals.

External Requests: All non-county entities that plan to request new or additional funding in the County budget must coordinate such a request through the County Office or Department in charge of delivering the service. The request must be submitted to the relevant County Office or Department no later than **April 1, 2024**, so that it can be included in the Office's or Department's overall budget submission.

Third party social service providers in the Justice Planning and Health and Human Services issue areas are expected to work through the competitive solicitation process coordinated by the Purchasing Office. Non-county organizations submitting a request will be subject to the same funding criteria as listed under the FY 2025 Guidelines and the FY 2025 Budget Preparation Manual but will not be recommended for the FY 2025 Preliminary Budget due to limited available resources.

I. BUDGET REQUEST PROPOSAL (PB-4 FORM)

The purpose of the Budget Request Proposal is to provide documented justification of departmental requests for additional funds. Request proposals should be complete, concise, and reasonable. All budget requests, no matter how large, must include an itemized description of all components of the request and must provide corresponding costing information on the PB-5. If the budget request can be partially funded, this detailed information will allow for a better analysis of the individual components of a request. Below are descriptions of the PB-4 sections.

Name of Budget Request: Be descriptive yet concise to make it easier for the budget request to be easily identified.

Priority Number of Request: Each budget request must have a unique priority number that matches the list provided on the PB-1 form. Do not list more than one budget request as the top priority for funding as it defeats the purpose of the priority ranking. In cases with no clear ranking, PBO will assign priorities based on PBO's understanding of the Office's or Department's issues.

Name of Program from Program Results Form: Include the associated funds center and organizational unit name and number.

Description of Request: What is the problem this request is intended to address and how does the Office or Department propose to address it? Describe the current issues that create the need for increased funding and explain how the request relates to the mission, goals, and objectives of the Office/Department.



Desired Outcomes: Describe the current service level and explain why it does not produce the desired outcomes. Indicate if the proposal is a new program, an expansion of an existing program, or maintenance of current service level. The more complex the problem or creative the proposed solution, the more space should be devoted to describing it. Describe how the performance measures for this request were determined and why this proposal is necessary to produce the desired outcomes.

Description of New or Program-Specific Measures and Evaluation: Explain the basis of measurement in this narrative section. First, describe how the proposal will be measured and evaluated. Identify any independent evaluation components that may be available to the Department or Office. Discuss any research, comparisons with other local programs, or existing best practices. List any identified benchmarks or comparison groups.

Impact on Existing Relevant Departmental Performance Measures: Use this section to justify the proposed investment of County resources. Explain the relevance of the measures used in the performance measure table and the expected impact to the program area if the request is funded. Describe the impact of funding the proposal on departmental performance measures, service levels, and program outcomes.

Proposed Implementation Timeline: Timelines should be realistic and may span multiple years. Include the expected dates of results, considering budgetary impacts the request will have for future fiscal years.

Leveraged Resources and Collaboration: Identify any existing opportunities for internal efficiencies or leveraged resources. Describe the impact of other resources such as grant funds and other County Department/Office or non-county external agency resources. Describe collaboration efforts with other Travis County Offices and Departments or related partner agencies that will be used in the program.

IT, Space, and Related Costs: Offices and Departments should work with FMD and ITS to identify and develop the cost of feasible space (County-owned or leased) and related furniture and fixtures, records storage shelving, cabling, software, hardware, and other technology infrastructure costs for a proposed program or FTE increase. PBO urges requesting Offices and Departments to begin working with the support Departments as soon as possible. Enter the name of the contact in ITS and FMD who has been consulted on the budget request. If space is available, please specify the building address, floor, suite, Office, and workstation (if applicable) on the PB-4. A look-up chart of the building locations as identified in SAP is located on the Budget Forms web page. If no space is available, any associated requests will be deferred until space can be secured.

Security: Offices and Departments that wish to request funds for improved security should coordinate such requests with Gabriel Stock and Darren Long in FMD, and applicable support Departments to obtain input and help in developing cost estimates. PBO will rely on FMD's recommendations to determine which requests may be included in the Preliminary Budget. FMD and PBO will work together to present preliminary security recommendations to the Commissioners Court for specific direction in an executive session discussion during the summer. This will allow the Preliminary Budget to include those recommendations acted upon by the Commissioners Court.

Technology: Commissioners Court has charged ITS with the responsibility for increased oversight and review of technology issues and opportunities within the County. To meet this responsibility, budget requests for technology must be reviewed by ITS before budgets are due on April 22. All large-scale enterprise technology requests that may include multiple Offices and Departments should be submitted directly to ITS with a letter of support that can be included in the submission from ITS. ITS's responsibility of submitting these joint requests will ensure consistency and cost effectiveness of these enterprise requests. Offices and Departments should begin working with ITS no later than

Monday, April 1, 2024 so the request can be considered for the FY 2025 Preliminary Budget. Complete and submit the online "ITS Assessment Request" form located on the ITS intranet page.



Obtaining ITS input and full project costing early is critical to ensuring that ITS can adequately support the requested technology. If a budget request requires certain specialized hardware, software or other IT-related components please describe in the box provided in the PB-4. If there is a significant IT component to the request, an ITS Assessment form will need to be attached. Please also list the ITS contact for the project.

Technology projects that are submitted without ITS review and costing will be considered incomplete and will likely result in no funding recommendation in the Preliminary Budget. This early review does not apply to basic computer equipment requested on the PB-5 ITS worksheets.

Any technology projects that may involve or impact the County’s financial systems must also be reviewed by the County Auditor’s Office during that same time.

II. BUDGET REQUEST DETAILS (PB-5 FORM)

The purpose of the Budget Request Details Form is to identify the cost of budget requests at the commitment item level. All budget requests, no matter how large, must include itemized costing for all components of the request to allow for full analysis, with corresponding narrative information provided on the PB-4. This detailed information will allow for analysis of the individual components of a request if the budget request can only be partially funded.

To better capture future year performance data required in SBP, the performance measures section for budget requests are in the Budget Request Details form within the PB-5 Form.

There are three worksheets within this Budget workbook: Details (PB-5); Performance Measures; and Centrally Budgeted Equipment. Please ensure that each worksheet includes the Budget Request Name identical to the one that appears on the PB-4 and the PB-1. If a Microsoft excel message pops up that asks if you should “enable macros,” click “yes,” to allow the form to work.

A. Details (PB-5) Worksheet

Name of Budget Request: Ensure that this matches the name on the Budget Request Proposal Form (PB-4).

Budget Request Priority #: Ensure that this matches the priority number on the PB-1 and PB-4.

Dept #: When the appropriate three-digit Office or Department number is entered in this cell, the appropriate “Assigned Organizational Unit” list for that Office or Department will become available in the drop-down menu in the personnel section of the form. Likewise, the “Budgeted Funds Center” list for each Office or Department will become available in the drop-down menu in the operating section of the form.

SBP Program: Once an Office or Department number is selected, the related SBP Program names will be available for selection. A program must be selected for relevant performance measures to appear on the performance measures tab.

Dept Name: The Office or Department name will automatically populate once the appropriate Office or Department number is selected.

Personnel: Select an approved job title from the drop-down list and the proposed pay grade for the position will automatically appear along with the salary and benefits for that position. Please request an alternate form, PB-5 Unlocked, from your Planning and Budget Analyst if requesting a new job title.



The number of requested FTEs, fund source (0001 = General Fund), and associated budgeted funds center(s) are also required for this form. If a position is split-funded, please ensure that the Fund Percentage adds up to 100 percent. Do not reflect fund splits in the FTE column.

By default, positions are pre-populated in the form as Regular employees. Request multiples of the same position by entering a number greater than one (1) in the FTE column. To recommend removing positions, enter a negative number in the FTE column.

Salary for new positions is automatically calculated at the entry level of the pay scale. To request a salary higher than entry, clearly indicate that the request is for a salary above entry and justify the higher salary in the PB-4. Salary requests that are higher than entry level will also require the use of the alternate unlocked PB-5 which must be requested from PBO.

Any requests for temporary employees or overtime should be entered in the last two rows in the personnel section, labeled accordingly. Enter the total requested pay amount and benefits will be calculated automatically. The benefits use the worker's compensation insurance factor for clerical positions and include retirement. If the request differs from this default, please let PBO know so that the appropriate associated benefits can be determined.

Operating: Use the drop-down boxes to select the Commitment Item Category and Commitment Item Description for each operating item in the budget request. Also include the Fund and Budgeted Funds Center and separate requested amounts by one-time and ongoing costs. If the budget request requires more than 12 operating lines, use the Add Row at End/Remove Row at End buttons on the right to create additional lines. If additional PB-5 forms are needed to capture all of the operating lines, ensure that subsequent PB-5s use the same budget request name as the first PB-5 and the PB-4, and the total cost from all PB-5s is listed on the PB-4.

Centrally Budgeted Equipment and Capital Related to this Request: If the budget request includes any capital, the sum of that portion of the request will total in this section.

The lines "Centrally Budgeted ITS Equipment" and "Centrally Budgeted Other Department's Equipment/Operating" automatically sum the budget information entered in the Centrally Budgeted Equipment tab. For assistance, please contact PBO Business Consultant Michael Chang at 854-9336.

The line "Departmental Capital Equipment from Capital Budget Request (PB-6)" must be hard-key entered using information from cell F7, "Total Request FY 2025," from the "Multi-year Cap Request Summary" tab of the PB-6, Capital Budget Request form. Guidance on completing the PB-6 form is found later in this section.

B. Performance Measures Worksheet

The top portion of the performance measures section is intended to capture existing performance measures from the related program area. Measures listed here should correspond to the measures reported to PBO using the Program Results Form in SAP. Use the bottom section of the form to report measures that are new or very specific to the proposal. Each performance measure reported should be categorized as Input, Output, Efficiency, or Outcome. Use the drop-down menu to select the applicable measure. New rows for additional performance measures can be inserted by right-clicking and choosing "Insert Row," or by using the "Table Tools" menu to insert rows. Copy and paste the measurement category type titles into the new rows.

As a part of the County's ongoing efforts to improve performance measurement and program evaluation, the PB-5 form also includes six columns where the projected results for additional years of funding should be listed.



Projected FY 2025 Measure at Base Level: Use this column to report on projected measures for FY 2025 if no additional funding is received.

Projected FY 2025 Measure with Added Funding: Use this column to report the results that are expected should the budget proposal be approved.

Projected FY 2026-2029 Measure with Added Funding: These final columns should be used to report the expected results of continuing funding for the proposal beyond FY 2025.

C. Centrally Budgeted Equipment Worksheet

This worksheet has been expanded to include standard selections for computers, printers, and telephones, along with vehicle and radio equipment that will be purchased in the Central Fleet or through Emergency Services. The worksheet is used to standardize the cost of this equipment. Please read the descriptions carefully by hovering your cursor over the boxes when determining what equipment is appropriate to request as part of your budget request.

The New Computer Device, New Printer Equipment, and New Telephone Equipment sections remain mainly unchanged from prior years. Additional information regarding technology can be found in section two of the appendix.

Selections from the New Vehicle Request, New Miscellaneous Equipment, and Fuel/Maintenance sections can be made based on the vehicle type requested, related radio equipment (if applicable), and the type of ongoing fuel and maintenance required. Vehicle and heavy equipment types that will be purchased in the Central Fleet but are not included in the categories listed in the worksheet can be added using the custom rows on the worksheet. These should be described in detail within the PB-4.

If there are questions regarding how to request equipment or which form to use, contact your Budget Analyst, or support Department staff for the associated equipment listed below.

<i>Type of Equipment</i>	<i>Contact Name</i>	<i>Department</i>	<i>Contact Number</i>
Vehicles	Charles Schoenfeld	TNR	854-4658
Radios	Adam Johnson	Emergency Services	854-4895
Desktop Hardware	Kent Hubbard	ITS	854-1852

This section is for new vehicle and radio equipment only; heavy or irregular equipment and other infrastructure will need to be described in detail in a PB-4 and listed in a PB-5 and PB-6. Replacement equipment is handled separately.

Please fill out the location and relevant cost center of your request at the top of the form. This assists PBO in budgeting the equipment in the correct central budget.

Search Tools: If not familiar with job titles or commitment item names and descriptions, you can use the search tool tab to help identify the appropriate job title or commitment item for the request. Simply type in any words or letters and hit enter to filter the list. From there, you can copy any entry on the list and paste **as values** into any field.

III. CAPITAL BUDGET REQUESTS (PB-6 FORM)

If the Office or Department is requesting capital items that are **not computing, radio, or vehicle equipment**, then *one* Capital Budget Request Form (PB-6) will be necessary per Office or Department. See section one of the Appendix, Capital, for detailed information on how to submit budget requests that include capital.



The PB-6 form includes additional detailed information to better assess whether the requested projects/equipment are “capitalizable” and meet the County’s capital policy to help identify a funding source for recommended capital. Please direct questions regarding which projects or equipment are capitalizable to the Auditor’s Office Capital Asset Analyst. PBO and the Auditor’s Office will work with Offices and Departments to determine how to appropriately categorize these assets.

As part of the County’s ongoing efforts to improve the capital planning process, the PB-6 form also includes worksheets for Offices and Departments to provide a high-level summary of anticipated capital requests for FY 2026 through FY 2030. To support this goal, Offices and Departments with annual capital requests will be required to provide this high-level summary. The form and requested information will be revised in future years to include additional information as the capital planning effort is further improved.

IV. CENTRALLY BUDGETED LINE ITEMS IN SUPPORT DEPARTMENTS

Centrally Budgeted Line Items comprise expenses that are budgeted in one support Office or Department instead of being allocated to each user Office/Department. As all Offices and Departments are directed by Commissioners Court to maintain funding at the FY 2025 Budget Target Level, there will be no automatic increase in the centrally budgeted line items. If an operating Office/Department wishes to increase the level of support provided by a support Department, the client Office or Department (not the central support Department) will need to submit a request for increased support as a part of their budget submission for increased funding. For non-capital requests, the request must include a PB-4, PB-5, and the relevant support Department form. If funding is approved, the increased amount will be included in the support Office’s or Department’s budget. If additional funds are needed midyear and the client Office or Department did not work with the support Department during the budget process, the client Office or Department will be responsible for funding the shortfall. Please coordinate with the Offices and Departments listed below if additional service levels are sought.

<i>Type of Expenditure</i>	<i>Contact Name</i>	<i>Department/Office</i>	<i>Contact Number</i>
Public Notice & Advertising	Ben Suddaby	Purchasing	512-854-9916
Hardware (servers, storage, network, etc.)	Dain Herbat	ITS	512-854-8688
Desktop Hardware	Kent Hubbard	ITS	512-854-1852
Software	Chris Ulibarri	ITS	512-854-4022
Paper/Printing	Taylor Masters	ITS	512-854-9104
Audio Visual Services	Al Jackson	General Administration	512-854-4493
Records Management Consulting	Shawn Malone	ITS	512-854-7627
Imaging Services	Shawn Malone	ITS	512-854-7627
Copier Services	Paula Beatty	ITS	512-854-9596
Postage	Tom Ashburn	ITS	512-854-9139
Vehicles/Fuel/Maintenance	Chuck Schoenfeld	TNR	512-854-4658



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I. CAPITAL

Capital is defined as an item costing \$500 or more, except for software, which must cost \$100,000 or more to be considered capital. Such items, if approved, are funded from the General Fund's Capital Acquisition Resources (CAR) Account or from Certificates of Obligation (COs). Capital items costing between \$500 and \$4,999 should be requested in a 51XXXX series GL account while capital items costing \$5,000 or more should be requested in a 52XXXX series account.

Capital assets that have been determined to be "capitalizable" by the County Auditor's Office and meet the County's capital policy must be funded from a 52XXXX series account. Please direct questions regarding which projects or equipment are capitalizable to the Auditor's Office Capital Asset Analyst. PBO and the Auditor's Office will work with Offices and Departments to determine how to appropriately categorize these assets, and to assign an appropriate funding source for capital items recommended to be funded for FY 2025.

I. NON-TECHNOLOGY CAPITAL REQUESTS (NEW AND REPLACEMENT)

Each Office or Department should only submit one Capital Budget Request form (PB-6) workbook file, using the many supporting worksheet tabs to document each of the Office's or Department's capital requests. The PB-6 should summarize all capital being requested except for new Centrally Budgeted ITS Equipment, Centrally Budgeted New Vehicles, and Radios requested on the PB-5. Please work with your Planning and Budget Analyst if you have any questions.

Along with the PB-6, capital requests should be represented on a Budget Request Proposal form (PB-4) and a Budget Request Details form (PB-5). Each capital request must include a detailed narrative that includes:

- Justification for the request;
- The overall scope of the project;
- The impact of not receiving the additional funding; and
- Performance measures (on the PB-5).

Capital budget requests must also include an analysis of the estimated impact to the operating budget. This should be listed on the PB-4 and PB-5 for FY 2025 requests. Impacts to the operating budget may include utility costs, staff, maintenance, custodial supplies, security requirements, and other services needed to support the project that are not captured as a part of the initial up-front capital outlay.

The PB-6 has one summary tab for all the Office's or Department's capital requests and supporting tabs for the detailed information for each request. The summary tab is a consolidated list of all the Office's or Department's capital requests. The summary tab will automatically pull information from the supporting tabs and will not allow the user to input information other than the basic identification cells at the top of the form.

Areas of the PB-6 Supporting Tab to focus on include:

Commitment Item: Include all information related to where specific components of a requested capital project should be budgeted. Please work with the Auditor's Office Capital Asset Analyst regarding whether an item is capitalizable and should be requested in a Capital Outlay GL account (a GL account that begins with 52XXXX).

Detailed description: Include a detailed description of each capital item included in the request. This should provide a lay person enough information to understand what the County is purchasing and/or installing.

Expected Lifespan: Indicate the expected life (in years) of the project/equipment in this section. Please work with the Auditor's Office to reflect an accurate lifespan number.



Unit Cost: Provide the unit cost of individual components of the requested capital project/equipment.

Qty: Quantity of items requested.

New/Rep: Please indicate whether this is a new capital item or a replacement of an existing capital item.

Total Cost: Breaks down cost automatically into new and replacement depending on selection made (New/Rep).

Total/New/Replacement Cost: Automatically sums the new and replacement subtotals.

Anticipated FY 2026 to FY 2030 Capital Requests: As a part of the County’s ongoing efforts to improve the capital planning process and create a Capital Improvement Plan (CIP), the PB-6 form also includes a worksheet for Offices and Departments to provide a high-level summary of anticipated capital requests from FY 2026 through FY 2030. To support this goal, the Offices and Departments with annual capital requests will be required to provide this high-level summary. The high-level summary should include information about new capital requests as well as any capital items that Offices and Departments expect will need to be replaced in the next five fiscal years. This information will continue to be revised in future years as this planning effort is further improved and the CIP is developed.

II. CAPITAL THAT REQUIRES SPECIAL APPROVAL OR SUPPORT

The following capital purchases require approval by or collaboration with support Departments as a prerequisite for consideration for inclusion in the Preliminary Budget. Please submit appropriate support Department form(s) **to the support Department by April 1 and to PBO by the April 22 budget submission deadline**. PBO will then work with the support Departments to verify approval. Without a support Department's approval of a request, PBO will not include the item in the Preliminary Budget. The following table shows what type of information or form is required for each type of capital in addition to the other required forms as outlined above.

<i>Forms for Capital Related Requests</i>			
<i>Type of Purchase and Where the Funds will be Budgeted</i>	<i>Form or Information Required</i>	<i>Technical Approval Department or Group</i>	<i>Send Form to PBO and:</i>
Replacement and new radio, cellular, and paging equipment (Budgeted centrally in Emergency Services)	Radio Request Form	Travis County Emergency Services	Adam Johnson, ES
New vehicles and heavy equipment (Budgeted centrally in TNR)	PB-4, PB-5	-	Chuck Schoenfeld, TNR

Radio/Mobile Data Equipment: PBO recommends that budget requests for new or replacement two-way radios, cellular phones, wireless equipment, and/or pagers be reviewed and approved by the Emergency Radio Communications Manager, Adam Johnson, by April 1, prior to budget submission on April 22.

New Vehicles and Heavy Equipment: All vehicles and heavy equipment are budgeted and purchased centrally in the Fleet Management Division of TNR. Requests for new vehicles require a Budget Request Proposal form (PB-4), and a Budget Request Details form (PB-5).

Replacement Vehicles and Heavy Equipment: The Fleet Management Division will provide a list of the vehicles and heavy equipment that meet the approved replacement criteria for applicable Offices and Departments. If the Fleet Management Division indicates that a vehicle meets the approved replacement criteria, PBO will work with the Fleet



Manager to appropriately budget the replacement vehicle. Offices and Departments will not be required to submit budget requests for vehicles that meet both the age and mileage replacement criterion.

Please note that vehicles that are eligible to be replaced in accordance with the Vehicle Replacement Policy may need to have their replacement deferred due to the availability of limited resources. It is possible that not all eligible vehicles will be replaced due to fiscal constraints in any given fiscal year. PBO will request input from the Fleet Manager to help prioritize the vehicle replacement needs.

For “total loss” vehicles that are not repairable, please refer to the County policy on replacing total loss vehicles or heavy equipment. For additional guidance, contact the Risk Management Division in the HRMD. The policy provides for these vehicles to be replaced during the fiscal year in which the loss occurred and should not be requested as a part of the Office’s/Department’s budget submission.

Other Replacement Capital (not Centrally Budgeted): Offices and Departments requesting replacement of multiple pieces of infrastructure that is programmatically similar should consolidate such requests on one Budget Request Proposal form (PB- 4) and Budget Request Details form (PB-5) and include an entry on the PB-6 form.

Space-Related Capital Projects: Offices and Departments that have budget requests for projects related to space or corrective facility improvements, including improvements to leased spaces, need to have the Facilities Management Department (FMD), Information Technology Services (ITS) and Economic and Strategic Planning staff in PBO review the requests to verify that all associated costs are included. Offices and Departments should secure this review as soon as possible, but no later than April 1, to allow sufficient review time for the supporting Department.

All requests for facility repair and maintenance (other than those associated with a secured facility) should also be submitted to FMD by April 1, to be included with all countywide facility needs. Please email Gabriel Stock in FMD for any questions regarding space expansion or facility maintenance needs and copy Amy McWhorter in the Planning and Budget Office to review requests in the context of long-range facilities planning.

III. STATUS REPORT OF FY 2024 CAPITAL PROJECTS/EXPENDITURES

Offices and Departments that received CAR funding in FY 2024 must also include a CAR Expenditure Update in their budget submissions. Within this update, Offices and Departments must provide anticipated expenditures for the remainder of FY 2024 along with a detailed list of the items that are requested to be re-budgeted with appropriate justification. PBO recommends that Offices and Departments work diligently to responsibly spend the CAR resources within the year the project was approved and funded.

PBO will also request a late summer capital update that will include all outstanding projects funded from CAR, Certificates of Obligation, and Voter Approved bonds.

IV. IMPACT ON OPERATING BUDGET OF MAJOR CAPITAL PROJECTS

Offices and Departments requesting funding for capital projects must provide information in the PB-4 regarding the impact the project may have on the operating budget for fiscal years beyond FY 2025. Operating information can include utility costs, staff, maintenance, custodial supplies, security requirements, and other services needed to support the project. This information will help PBO in the CIP process, the capital review process, and formation of the overall budget for FY 2025. If there is any impact to the FY 2025 operating budget, these costs need to be noted in the PB-5.



II. INFORMATION TECHNOLOGY

I. REQUESTS FOR INFORMATION TECHNOLOGY (NEW OR UPGRADE)

Prior to approval of any budget request for the purchase of software, hardware, and other data processing equipment, Travis County Information Technology Services (ITS) is required to provide a written assessment to the Commissioners Court, the Purchasing Office, and the requesting Office or Department that analyzes Business Requirements, Information Security, Systems, Network, Project Management, and Support for any new or upgraded information technology. To provide sufficient time for ITS to review technology requests for consideration in the Preliminary Budget, Offices and Departments are required to share these requests with ITS no later than Monday, April 1, 2024. The deadline is approximately one month prior to the budget submission deadline of April 22 and will allow ITS time to discuss the business case with the requesting Office or Department to help determine the best technology solution and develop equipment requirements and costing for the associated PB-5. The information created for that PB-5 will then be included with the formal IT-related request (PB-4) in the Office's or Department's budget submission to PBO.

Offices and Departments should submit any proposals for new technology systems or equipment required to support their programmatic requirements to ITS as early as possible to allow ITS sufficient time to provide its recommendations to PBO for consideration in developing the Preliminary Budget. Additionally, PBO should be notified of any technology-related budget request sent to ITS before the April 1 deadline so that PBO can participate in the examination and review of the programmatic requirements of the request. This early review does not apply to standard computer equipment for proposed new FTEs.

Offices and Departments requesting technology-related systems or equipment must complete an "ITS Assessment Request" form (located at <http://traviscentral/its/its-purchasing>) for the request to be eligible for consideration during the FY 2025 budget process. Please note that an ITS assessments are required after a specific product has been identified. Budget requests for technology systems that have not yet been identified will be deferred until a product is selected.

The Project Management Office (PMO) in ITS also has a Project Intake Form (<https://traviscentral.traviscountytexas.gov/its/projects#newProject>). Please complete this form when a project management resource is needed for any technology initiative. These initiatives may include implementing new software, updating case management systems, or exploring various technology options to improve business processes. The PMO assigns resources based on the urgency and size of the project. The division will assist the requesting Office or Department on budget coordination for needed resources.

When Departments or Offices are presenting the programmatic case for a technology system to assist them in the execution of their duties, they should keep in mind the following criteria.

A. REQUESTS FOR INFORMATION TECHNOLOGY THAT MAINTAIN CURRENT SERVICE LEVELS

These proposals must demonstrate that the technology:

- Maintains the existing technological infrastructure and/or accommodates growth in existing system requirements (such as additional servers or memory); or
- Represents a technological obligation outside of the County's control, such as hardware or software that is no longer supported, software changes, contractually required upgrades, changes in statutory requirements, changes in accounting standards, or some other external factor.



B. REQUESTS FOR NEW INFORMATION TECHNOLOGY

New technology requests should be aligned with one or more of the following outcomes:

- The ability to accommodate increased workload without new staff positions;
- Compliance with a new statutory requirement or other mandated technological obligation outside the County's control;
- Provides management with an analysis of information which improves the decision-making process and management in program areas;
- Improvement of the delivery of services or use of existing assets for constituents and the public; and
- Improvement of public safety and/or the protection of County natural resources.

II. REQUESTS FOR PERSONAL COMPUTER HARDWARE AND SOFTWARE

On an annual basis, County Offices and Departments individually submit requests for replacement personal computer hardware and software to ITS. As in prior years, these items will be centrally budgeted in ITS to facilitate bulk procurement of personal computers. This method is employed to achieve cost savings, as well as to assist ITS in scheduling the necessary staff resources to install the equipment.

Computer equipment that was originally funded and purchased internally by an Office or Department is not automatically eligible to be replaced via the centralized replacement budget in ITS. Offices and Departments with computer equipment that was originally purchased using internal funds must submit a budget request to PBO to justify why this equipment should be replaced via the centralized budget. Only equipment that has been approved via the budget process and/or originally purchased by ITS is automatically eligible to be replaced via the centralized budget. This applies to grant funded computer equipment if the original grant purchase did not address the County's future funding of computer equipment. **Per policy, only one system on the replacement schedule is assigned for use per employee. Users may not have more than one system assigned to them from the replacement schedule without a documented and approved exception by PBO and ITS.**

The following personal computer equipment is considered standard and is requested on the PB-5 ITS New Program, Staff, and Equipment worksheet.

Personal Computer: A Standard PC will have the capacity to run a complex suite of desktop applications, terminal emulation or client application software, and County email software concurrently.

Standard Workstation Notebook (Computer including peripherals): For Offices and Departments whose employees require mobile computing more than 50 percent of the time or that will work from home. Configurations will include the notebook, case, docking station, external monitor, external keyboard and mouse. **Please note this will be the primary computer for an individual. They will not be assigned an additional desktop workstation at another location.**

Mobile Data Computer: For Offices and Departments requiring ruggedized mobile computing (Law Enforcement), configurations will require automobile mounting and docking hardware. Added to the cost of the computer devices will be the cost for installation, application software (Microsoft Enterprise software products), virus protection/security software, network software, network connection costs, and related maintenance costs. In the case of Mobile Data Computers, costs will be included for computer-aided dispatch and other necessary software and maintenance.



III. GUIDANCE ON MIDYEAR REQUESTS FOR IT EQUIPMENT

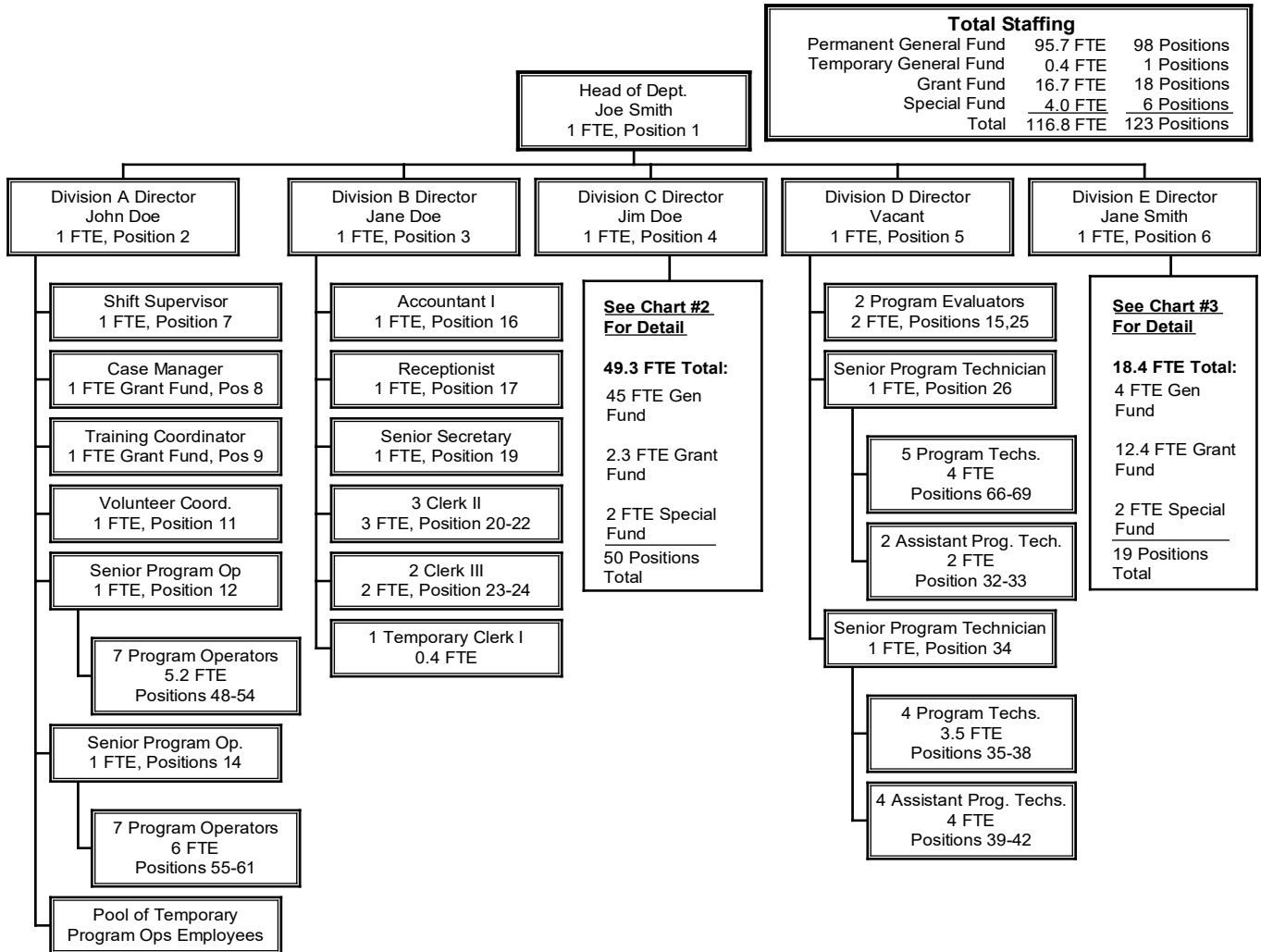
Offices and Departments adding any unbudgeted, non-standard hardware or software to the network during FY 2025 are required to submit an ITS Assessment Request form to ITS to analyze business requirements, information security, network requirements, project management and support. This may also require a transfer of funds to reimburse ITS for the cost of any Microsoft Enterprise software, network, and security licenses, as well as the associated maintenance amounts for those products for the additional devices added to the network.

Additionally, on an annual basis, ITS requests funds to repair or replace telephones and VOIP (Voice Over Internet Protocol) equipment, which may malfunction during the upcoming fiscal year. These funds, when approved, are intended for repair of existing equipment only, and are not intended to provide new telephones for County Offices and Departments. Any unbudgeted requests for telephone equipment made by a County Office or Department during the FY 2025 fiscal year will require that the Office or Department provide the appropriate budget transfers to the ITS budget to fund the purchase and installation of the requested equipment. In addition, any installation of this equipment will be scheduled based on ITS staff availability.

On an annual basis, ITS requests funds to provide for repair or replacement of cabling and network infrastructure equipment. These funds, when approved, are intended for repairs and unanticipated work (\$500 or less) and are not intended to provide large-scale re-cabling or infrastructure projects for County Offices and Departments. Any unbudgeted requests for cabling services (cabling jobs in excess of \$500) made by a County Office or Department during FY 2025 will require that the Department provide the appropriate budget transfers to the ITS budget to fund the necessary services. In addition, cabling installation will be scheduled based on ITS staff availability from existing budgeted projects.



III. SAMPLE ORGANIZATIONAL CHART



NOTE: All FTEs shown are funded through the General Fund except where noted for Grant Funds or Special Funds. Organizational charts should display all supervisory positions with their reporting relationships. The number of FTEs shown should tie to the Positions tab.



IV. PAY SCALES

CLASSIFIED EMPLOYEE PAY SCALE

Regular Employees on the Classified Pay Scale are salaried employees and are paid on an annual salary basis. The hourly rates and monthly salaries are shown for illustrative purposes for salaried employees.

FY 2024 Adopted Classified Pay Scale													Page 1 of 2	Effective 10/01/2023	
Pay Grade	Pay Rate	Hiring Levels										10% Above Mid Point	Max	Range Width	Separation at Min
		Minimum	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Midpoint					
C02	yr	43,264.00	44,075.20	44,901.61	45,743.52	46,601.21	47,474.98	48,365.13	49,271.98	49,753.60	54,728.96	56,243.20	30.0%		
	mo	3,605.33	3,672.93	3,741.80	3,811.96	3,883.43	3,956.25	4,030.43	4,106.00	4,146.13	4,560.75	4,686.93			
	hr	20.80	21.19	21.59	21.99	22.40	22.82	23.25	23.69	23.92	26.31	27.04			
C03	yr	44,561.92	45,397.46	46,248.66	47,115.82	47,999.24	48,899.23	49,816.09	50,750.14	51,246.21	56,370.83	57,930.50	30.0%	3.0%	
	mo	3,713.49	3,783.12	3,854.05	3,926.32	3,999.94	4,074.94	4,151.34	4,229.18	4,270.52	4,697.57	4,827.54			
	hr	21.42	21.83	22.23	22.65	23.08	23.51	23.95	24.40	24.64	27.10	27.85			
C04	yr	45,898.78	46,759.38	47,636.12	48,529.30	49,439.22	50,366.21	51,310.57	52,272.64	52,783.59	58,061.95	59,668.41	30.0%	3.0%	
	mo	3,824.90	3,896.62	3,969.68	4,044.11	4,119.94	4,197.18	4,275.88	4,356.05	4,398.63	4,838.50	4,972.37			
	hr	22.07	22.48	22.90	23.33	23.77	24.21	24.67	25.13	25.38	27.91	28.69			
C05	yr	47,275.74	48,162.16	49,065.20	49,985.17	50,922.40	51,877.19	52,849.89	53,840.82	54,367.10	59,803.81	61,458.46	30.0%	3.0%	
	mo	3,939.65	4,013.51	4,088.77	4,165.43	4,243.53	4,323.10	4,404.16	4,486.74	4,530.59	4,983.65	5,121.54			
	hr	22.73	23.15	23.59	24.03	24.48	24.94	25.41	25.89	26.14	28.75	29.55			
C06	yr	48,694.01	49,759.19	50,847.67	51,959.97	53,096.59	54,258.08	55,444.98	56,657.84	57,215.47	62,937.01	65,736.92	35.0%	3.0%	
	mo	4,057.83	4,146.60	4,237.31	4,330.00	4,424.72	4,521.54	4,620.41	4,721.49	4,767.96	5,244.75	5,478.08			
	hr	23.41	23.92	24.45	24.98	25.53	26.09	26.66	27.24	27.51	30.26	31.60			
C07	yr	50,398.30	51,500.76	52,627.34	53,778.57	54,954.97	56,157.11	57,385.55	58,640.86	59,218.01	65,139.81	68,037.71	35.0%	3.5%	
	mo	4,199.86	4,291.73	4,385.61	4,481.55	4,579.58	4,679.76	4,782.13	4,886.74	4,934.83	5,428.32	5,669.81			
	hr	24.23	24.76	25.30	25.86	26.42	27.00	27.59	28.19	28.47	31.32	32.71			
C08	yr	52,162.24	53,629.30	55,137.63	56,688.37	58,282.74	59,921.94	61,607.24	63,339.95	63,898.75	70,288.62	75,635.25	45.0%	3.5%	
	mo	4,346.85	4,469.11	4,594.80	4,724.03	4,856.89	4,993.49	5,133.94	5,278.33	5,324.90	5,857.39	6,302.94			
	hr	25.08	25.78	26.51	27.25	28.02	28.81	29.62	30.45	30.72	33.79	36.36			
C09	yr	53,987.92	55,506.33	57,067.45	58,672.47	60,322.63	62,019.21	63,763.50	65,556.85	66,135.21	72,748.73	78,282.49	45.0%	3.5%	
	mo	4,325.96	4,625.53	4,755.62	4,889.37	5,026.89	5,168.27	5,313.62	5,463.07	5,511.27	6,062.39	6,523.54			
	hr	25.96	26.69	27.44	28.21	29.00	29.82	30.66	31.52	31.80	34.98	37.64			
C10	yr	55,877.50	57,553.83	59,280.44	61,058.85	62,890.62	64,777.34	66,720.66	68,722.28	69,288.10	76,216.91	82,698.70	48.0%	3.5%	
	mo	4,656.46	4,796.15	4,940.04	5,088.24	5,240.88	5,398.11	5,560.05	5,726.86	5,774.01	6,351.41	6,891.56			
	hr	26.86	27.67	28.50	29.36	30.24	31.14	32.08	33.04	33.31	36.64	39.76			
C11	yr	58,112.60	59,928.62	61,801.39	63,732.68	65,724.33	67,778.21	69,896.28	72,080.54	72,640.75	79,904.83	87,168.90	50.0%	4.0%	
	mo	4,842.72	4,994.05	5,150.12	5,311.06	5,477.03	5,648.18	5,824.69	6,006.71	6,053.40	6,658.74	7,264.08			
	hr	27.94	28.81	29.71	30.64	31.60	32.59	33.60	34.65	34.92	38.42	41.91			
C12	yr	60,437.10	62,325.76	64,273.44	66,281.99	68,353.30	70,489.34	72,692.13	74,963.76	75,546.38	83,101.02	90,655.66	50.0%	4.0%	
	mo	5,036.43	5,193.81	5,356.12	5,523.50	5,696.11	5,874.11	6,057.68	6,246.98	6,295.53	6,925.08	7,554.64			
	hr	29.06	29.96	30.90	31.87	32.86	33.89	34.95	36.04	36.32	39.95	43.58			
C13	yr	62,854.59	65,211.64	67,657.07	70,194.21	72,826.50	75,557.49	78,390.89	81,330.55	81,710.96	89,882.06	100,567.34	60.0%	4.0%	
	mo	5,237.88	5,434.30	5,638.09	5,849.52	6,068.87	6,296.46	6,532.57	6,777.55	6,809.25	7,490.17	8,380.61			
	hr	30.22	31.35	32.53	33.75	35.01	36.33	37.69	39.10	39.28	43.21	48.35			
C14	yr	66,183.97	68,665.87	71,240.84	73,912.37	76,684.08	79,559.73	82,543.22	85,638.59	86,039.16	94,643.07	105,894.35	60.0%	5.3%	
	mo	5,515.33	5,722.16	5,936.74	6,159.36	6,390.34	6,629.98	6,878.60	7,136.55	7,169.93	7,886.92	8,824.53			
	hr	31.82	33.01	34.25	35.53	36.87	38.25	39.68	41.17	41.36	45.50	50.91			
C15	yr	70,819.70	73,475.44	76,230.77	79,089.42	82,055.28	85,132.35	88,324.82	91,637.00	92,065.62	101,272.18	113,311.53	60.0%	7.0%	
	mo	5,901.64	6,122.95	6,352.56	6,590.79	6,837.94	7,094.36	7,360.40	7,636.42	7,672.13	8,439.35	9,442.63			
	hr	34.05	35.32	36.65	38.02	39.45	40.93	42.46	44.06	44.26	48.69	54.48			
C16	yr	75,776.03	78,617.63	81,565.79	84,624.51	87,797.93	91,090.35	94,506.24	98,050.23	98,508.84	108,359.73	121,241.65	60.0%	7.0%	
	mo	6,314.67	6,551.47	6,797.15	7,052.04	7,316.49	7,590.86	7,875.52	8,170.85	8,209.07	9,029.98	10,103.47			
	hr	36.43	37.80	39.21	40.68	42.21	43.79	45.44	47.14	47.36	52.10	58.29			



FY 2024 Adopted Classified Pay Scale

Hiring Levels →														
Pay Grade	Pay Rate	Minimum	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Midpoint	10% Above Mid Point	Max	Range Width	Separation at Min
C17	yr	81,074.79	84,115.09	87,269.41	90,542.01	93,937.34	97,459.99	101,114.74	104,906.54	105,397.23	115,936.95	129,719.67	60.0%	7.0%
	mo	6,756.23	7,009.59	7,272.45	7,545.17	7,828.11	8,121.67	8,426.23	8,742.21	8,783.10	9,661.41	10,809.97		
	hr	38.98	40.44	41.96	43.53	45.16	46.86	48.61	50.44	50.67	55.74	62.37		
C18	yr	86,761.41	90,014.96	93,390.52	96,892.67	100,526.14	104,295.87	108,206.97	112,264.73	112,789.83	124,068.81	138,818.25	60.0%	7.0%
	mo	7,230.12	7,501.25	7,782.54	8,074.39	8,377.18	8,691.32	9,017.25	9,355.39	9,399.15	10,339.07	11,568.19		
	hr	41.71	43.28	44.90	46.58	48.33	50.14	52.02	53.97	54.23	59.65	66.74		
C19	yr	92,836.33	96,317.69	99,929.61	103,676.97	107,564.85	111,598.53	115,783.48	120,125.36	120,687.23	132,755.95	148,538.12	60.0%	7.0%
	mo	7,736.36	8,026.47	8,327.47	8,639.75	8,963.74	9,299.88	9,648.62	10,010.45	10,057.27	11,063.00	12,378.18		
	hr	44.63	46.31	48.04	49.84	51.71	53.65	55.67	57.75	58.02	63.82	71.41		
C20	yr	99,345.18	103,070.62	106,935.77	110,945.86	115,106.33	119,422.82	123,901.18	128,547.47	129,148.73	142,063.61	158,952.29	60.0%	7.0%
	mo	8,278.77	8,589.22	8,911.31	9,245.49	9,592.19	9,951.90	10,325.10	10,712.29	10,762.39	11,838.63	13,246.02		
	hr	47.76	49.55	51.41	53.34	55.34	57.41	59.57	61.80	62.09	68.30	76.42		
C21	yr	106,310.90	110,629.78	115,124.12	119,801.03	124,667.95	129,732.59	135,002.97	140,487.47	140,861.94	154,948.14	175,412.99	65.0%	7.0%
	mo	8,859.24	9,219.15	9,593.68	9,983.42	10,389.00	10,811.05	11,250.25	11,707.29	11,738.50	12,912.34	14,617.75		
	hr	51.11	53.19	55.35	57.60	59.94	62.37	64.91	67.54	67.72	74.49	84.33		
C22	yr	113,755.98	118,377.32	123,186.40	128,190.84	133,398.60	138,817.91	144,457.39	150,325.97	150,726.67	165,799.34	187,697.37	65.0%	7.0%
	mo	9,479.67	9,864.78	10,265.53	10,682.57	11,116.55	11,568.16	12,038.12	12,527.16	12,560.56	13,816.61	15,641.45		
	hr	54.69	56.91	59.22	61.63	64.13	66.74	69.45	72.27	72.46	79.71	90.24		
C23	yr	121,718.94	126,663.77	131,809.49	137,164.25	142,736.54	148,535.22	154,569.46	160,848.84	161,277.59	177,405.35	200,836.25	65.0%	7.0%
	mo	10,143.25	10,555.31	10,984.12	11,430.35	11,894.71	12,377.93	12,880.79	13,404.07	13,439.80	14,783.78	16,736.35		
	hr	58.52	60.90	63.37	65.94	68.62	71.41	74.31	77.33	77.54	85.29	96.56		
C24	yr	130,239.35	135,530.32	141,036.24	146,765.84	152,728.20	158,932.78	165,389.42	172,108.37	172,567.13	189,823.85	214,894.92	65.0%	7.0%
	mo	10,853.28	11,294.19	11,753.02	12,230.49	12,727.35	13,244.40	13,782.45	14,342.36	14,380.59	15,818.65	17,907.91		
	hr	62.62	65.16	67.81	70.56	73.43	76.41	79.51	82.74	82.96	91.26	103.31		
C25	yr	139,356.15	145,017.49	150,908.83	157,039.50	163,419.23	170,058.14	176,966.75	184,156.03	184,646.90	203,111.59	229,937.65	65.0%	7.0%
	mo	11,613.01	12,084.79	12,575.74	13,086.63	13,618.27	14,171.51	14,747.23	15,346.34	15,387.24	16,925.97	19,161.47		
	hr	67.00	69.72	72.55	75.50	78.57	81.76	85.08	88.54	88.77	97.65	110.55		
C26	yr	149,111.10	155,168.74	161,472.47	168,032.29	174,858.60	181,962.23	189,354.45	197,046.97	197,572.21	217,329.43	246,033.32	65.0%	7.0%
	mo	12,425.93	12,930.73	13,456.04	14,002.69	14,571.55	15,163.52	15,779.54	16,420.58	16,464.35	18,110.79	20,502.78		
	hr	71.69	74.60	77.63	80.78	84.07	87.48	91.04	94.73	94.99	104.49	118.29		
C27	yr	159,548.98	166,030.66	172,775.65	179,794.66	187,098.82	194,699.71	202,609.39	210,840.39	211,402.40	232,542.64	263,255.82	65.0%	7.0%
	mo	13,295.75	13,835.89	14,397.97	14,982.89	15,591.57	16,224.98	16,884.12	17,570.03	17,616.87	19,378.55	21,937.98		
	hr	76.71	79.82	83.07	86.44	89.95	93.61	97.41	101.37	101.64	111.80	126.57		
C28	yr	170,717.40	177,652.80	184,869.94	192,380.28	200,195.73	208,328.68	216,792.04	225,599.22	226,200.56	248,820.62	281,683.72	65.0%	7.0%
	mo	14,226.45	14,804.40	15,405.83	16,031.69	16,682.98	17,360.72	18,066.00	18,799.93	18,850.05	20,735.05	23,473.64		
	hr	82.08	85.41	88.88	92.49	96.25	100.16	104.23	108.46	108.75	119.63	135.42		
C29	yr	182,667.63	190,088.50	197,810.85	205,846.91	214,209.44	222,911.70	231,967.49	241,391.17	242,034.61	266,238.07	301,401.59	65.0%	7.0%
	mo	15,222.30	15,840.71	16,484.24	17,153.91	17,850.79	18,575.98	19,330.62	20,115.93	20,169.55	22,186.51	25,116.80		
	hr	87.82	91.39	95.10	98.96	102.99	107.17	111.52	116.05	116.36	128.00	144.90		

Note: Travis County Minimum Wage for Regular and Temporary Employees (excluding Student Interns and Election Day Workers) is \$20.80/hr. Regular Employees on the Classified Pay Scale are salaried employees and are paid on an annual salary basis. The hourly rates and monthly salaries are shown for illustrative purposes for salaried employees.

Approved by the Commissioners Court on 08/29/2023



PEACE OFFICER PAY SCALE (TCSO)

TCSO Positions Only										
PG Title	Step	0	1	2	3	4	5	6	7	8
71 LE Sheriff Cadet	hr	28.85	29.71	30.60						
	mo	5000.00	5150.00	5304.50						
	yr	60,000.00	61,800.00	63,654.00						
72 LE Sheriff Deputy	hr	32.69	33.67	34.68	35.72	36.80	37.90	39.04	40.21	41.41
	mo	5,666.67	5,836.67	6,011.77	6,192.12	6,377.88	6,569.22	6,766.30	6,969.29	7,178.36
	yr	68,000.00	70,040.00	72,141.20	74,305.44	76,534.60	78,830.64	81,195.56	83,631.42	86,140.37
74 LE Sheriff Deputy Sr	hr		35.00	36.05	37.13	38.25	39.40	40.58	41.79	43.05
	mo		6,067.01	6,249.02	6,436.49	6,629.59	6,828.47	7,033.33	7,244.33	7,461.66
	yr		72,804.12	74,988.24	77,237.89	79,555.03	81,941.68	84,399.93	86,931.93	89,539.88
75 LE Detective	hr		38.45	39.61	40.80	42.02	43.28	44.58	45.92	47.29
	mo		6,665.26	6,865.21	7,071.17	7,283.31	7,501.80	7,726.86	7,958.66	8,197.42
	yr		79,983.07	82,382.56	84,854.04	87,399.66	90,021.65	92,722.30	95,503.97	98,369.09
76 LE Sergeant	hr		44.54	45.88	47.25	48.67	50.13	51.63	53.18	54.78
	mo		7,720.10	7,951.70	8,190.25	8,435.96	8,689.04	8,949.71	9,218.20	9,494.75
	yr		92,641.16	95,420.39	98,283.01	101,231.50	104,268.44	107,396.49	110,618.39	113,936.94
77 LE Lieutenant	hr		52.11	53.68	55.29	56.95	58.65	60.41	62.23	64.09
	mo		9,032.89	9,303.87	9,582.99	9,870.48	10,166.59	10,471.59	10,785.74	11,109.31
	yr		108,394.66	111,646.49	114,995.89	118,445.77	121,999.14	125,659.11	129,428.89	133,311.75
81 Corrections Officer	hr	26.44	27.24	28.05	28.89	29.76	30.65	31.57		
	mo	4,583.33	4,720.83	4,862.46	5,008.33	5,158.58	5,313.34	5,472.74		
	yr	55,000.00	56,650.00	58,349.50	60,099.99	61,902.98	63,760.07	65,672.88		
83 Corrections Officer Sr	hr		28.52	29.38	30.26	31.17	32.10	33.06	34.06	35.08
	mo		4,943.63	5,091.94	5,244.70	5,402.04	5,564.10	5,731.03	5,902.96	6,080.05
	yr		59,323.61	61,103.31	62,936.41	64,824.51	66,769.24	68,772.32	70,835.49	72,960.55
84 Sr CPO Sheriff Deputy - Facilities	hr		30.24	31.15	32.09	33.05	34.04	35.06	36.11	37.20
	mo		5,242.41	5,399.69	5,561.68	5,728.53	5,900.38	6,077.39	6,259.72	6,447.51
	yr		62,908.96	64,796.23	66,740.12	68,742.32	70,804.59	72,928.73	75,116.59	77,370.09
88 Corrections Sergeant	hr		40.89	42.12	43.38	44.68	46.03	47.41	48.83	50.29
	mo		7,088.08	7,300.72	7,519.74	7,745.33	7,977.69	8,217.02	8,463.54	8,717.44
	yr		85,056.94	87,608.64	90,236.90	92,944.01	95,732.33	98,604.30	101,562.43	104,609.30
89 Corrections Lieutenant	hr		47.81	49.25	50.72	52.24	53.81	55.43	57.09	58.80
	mo		8,287.24	8,535.86	8,791.93	9,055.69	9,327.36	9,607.18	9,895.40	10,192.26
	yr		99,446.90	102,430.31	105,503.22	108,668.31	111,928.36	115,286.21	118,744.80	122,307.15
PG Title	Step	8	9	10	11	12	13	14	15	16
72 LE Sheriff Deputy	hr	41.41	42.66	43.94	45.25	46.61				
	mo	7,178.36	7,393.72	7,615.53	7,843.99	8,079.31				
	yr	86,140.37	88,724.58	91,386.31	94,127.90	96,951.74				
74 LE Sheriff Deputy Sr	hr	43.05	44.34	45.67	47.04	48.45	49.90	51.40	52.94	
	mo	7,461.66	7,685.51	7,916.07	8,153.55	8,398.16	8,650.11	8,909.61	9,176.90	
	yr	89,539.88	92,226.08	94,992.86	97,842.65	100,777.93	103,801.27	106,915.30	110,122.76	
75 LE Detective	hr	47.29	48.71	50.17	51.68	53.23	54.83	56.47		
	mo	8,197.42	8,443.35	8,696.65	8,957.55	9,226.27	9,503.06	9,788.15		
	yr	98,369.09	101,320.16	104,359.77	107,490.56	110,715.28	114,036.74	117,457.84		
76 LE Sergeant	hr	54.78	56.42	58.11	59.86					
	mo	9,494.75	9,779.59	10,072.98	10,375.16					
	yr	113,936.94	117,355.05	120,875.70	124,501.97					
77 LE Lieutenant	hr	64.09	66.01	68.00						
	mo	11,109.31	11,442.59	11,785.87						
	yr	133,311.75	137,311.11	141,430.44						
83 Corrections Officer Sr	hr	35.08	36.13	37.21	38.33	39.48	40.66	41.88	43.14	44.43
	mo	6,080.05	6,262.45	6,450.32	6,643.83	6,843.15	7,048.44	7,259.89	7,477.69	7,702.02
	yr	72,960.55	75,149.37	77,403.85	79,725.97	82,117.74	84,581.28	87,118.71	89,732.28	92,424.24
84 Sr CPO Sheriff Deputy - Facilities	hr	37.20	38.31	39.46	40.65	41.87	43.12	44.42	45.75	47.12
	mo	6,447.51	6,640.93	6,840.16	7,045.37	7,256.73	7,474.43	7,698.66	7,929.62	8,167.51
	yr	77,370.09	79,691.19	82,081.92	84,544.38	87,080.71	89,693.13	92,383.93	95,155.45	98,010.11
88 Corrections Sergeant	hr	50.29	51.80	53.36	54.96	56.61	58.30			
	mo	8,717.44	8,978.97	9,248.33	9,525.78	9,811.56	10,105.90			
	yr	104,609.30	107,747.58	110,980.01	114,309.41	117,738.69	121,270.85			
89 Corrections Lieutenant	hr	58.80	60.57	62.38	64.25	66.18				
	mo	10,192.26	10,498.03	10,812.97	11,137.36	11,471.48				
	yr	122,307.15	125,976.36	129,755.65	133,648.32	137,657.77				
EMPLOYEES WHO ARE IN POSITIONS SUBJECT TO TCSO POPS, THE FOLLOWING APPLIES MONTHLY:										
CERTIFIED FTO: \$200	BILINGUAL SKILL TEST: \$125	TCOLE LICENSE:				ADVANCED	MASTER			
	SPANISH, VIETNAMESE	INTERMEDIATE				\$100	\$150			
	AMERICAN SIGN LANGUAGE	\$50								
Positions on the Peace Officer Pay Scale are paid based on their annual salary. Hourly and monthly rates are shown for illustrative purposes.										



PEACE OFFICER PAY SCALE (NON-TCSO)

Non-TCSO Positions Only									
PG Title	Step	0	1	2	3	4	5	6	7
59 Constable Cadet Park Ranger Cadet ¹	hr	27.40	28.23	29.07					
	mo	4,750.00	4,892.50	5,039.28					
	yr	57,000.00	58,710.00	60,471.30					
60 Constable Deputy Park Ranger	hr	31.06	31.99	32.95	33.94	34.96	36.00	37.08	38.20
	mo	5,383.33	5,544.83	5,711.18	5,882.51	6,058.99	6,240.76	6,427.98	6,620.82
	yr	64,600.00	66,538.00	68,534.14	70,590.16	72,707.87	74,889.11	77,135.78	79,449.85
62 Constable Deputy Sr Park Ranger Sr	hr		33.25	34.25	35.28	36.34	37.43	38.55	39.70
	mo		5,763.66	5,936.57	6,114.67	6,298.11	6,487.05	6,681.66	6,882.11
	yr		69,163.91	71,238.83	73,376.00	75,577.28	77,844.59	80,179.93	82,585.33
65 Investigator Park Ranger Corporal Constable Corporal	hr		38.45	39.61	40.80	42.02	43.28	44.58	45.92
	mo		6,665.26	6,865.21	7,071.17	7,283.31	7,501.80	7,726.86	7,958.66
	yr		79,983.07	82,382.56	84,854.04	87,399.66	90,021.65	92,722.30	95,503.97
67 Constable Sergeant Park Ranger Supv Investigator Sr	hr		42.31	43.58	44.89	46.24	47.62	49.05	50.52
	mo		7,334.09	7,554.11	7,780.74	8,014.16	8,254.58	8,502.22	8,757.29
	yr		88,009.10	90,649.37	93,368.85	96,169.92	99,055.02	102,026.67	105,087.47
68 Constable Lieutenant Park Ranger Lieutenant	hr		43.79	45.11	46.46	47.85	49.29	50.77	52.29
	mo		7,590.79	7,818.51	8,053.06	8,294.66	8,543.50	8,799.80	9,063.79
	yr		91,089.42	93,822.10	96,636.76	99,535.87	102,521.94	105,597.60	108,765.53
69 Investigations Lieutenant Constable Deputy Chief	hr		46.90	48.31	49.76	51.25	52.79	54.37	56.00
	mo		8,129.60	8,373.49	8,624.69	8,883.43	9,149.94	9,424.43	9,707.17
	yr		97,555.19	100,481.85	103,496.30	106,601.19	109,799.23	113,093.20	116,486.00
PG Title	Step	8	9	10	11	12	13	14	15
60 Constable Deputy Park Ranger	hr		39.34	40.52	41.74	42.99	44.28		
	mo		6,819.45	7,024.03	7,234.75	7,451.79	7,675.35		
	yr		81,833.35	84,288.35	86,817.00	89,421.51	92,104.15		
62 Constable Deputy Sr Park Ranger Sr	hr		40.90	42.12	43.39	44.69	46.03	47.41	50.30
	mo		7,088.57	7,301.23	7,520.27	7,745.88	7,978.25	8,217.60	8,464.13
	yr		85,062.89	87,614.78	90,243.22	92,950.52	95,739.03	98,611.20	101,569.54
65 Investigator Park Ranger Corporal Constable Corporal	hr		47.29	48.71	50.17	51.68	53.23	54.83	
	mo		8,197.42	8,443.35	8,696.65	8,957.55	9,226.27	9,503.06	
	yr		98,369.09	101,320.16	104,359.77	107,490.56	110,715.28	114,036.74	
67 Constable Sergeant Park Ranger Supv Investigator Sr	hr		52.04	53.60	55.21				
	mo		9,020.01	9,290.61	9,569.33				
	yr		108,240.09	111,487.30	114,831.91				
68 Constable Lieutenant Park Ranger Lieutenant	hr		53.86	55.48	57.14				
	mo		9,335.71	9,615.78	9,904.25				
	yr		112,028.50	115,389.35	118,851.03				
69 Investigations Lieutenant Constable Deputy Chief	hr		57.68	59.41	61.20				
	mo		9,998.38	10,298.33	10,607.28				
	yr		119,980.58	123,580.00	127,287.40				
EMPLOYEES WHO ARE IN POSITIONS SUBJECT TO NON-TCSO POPS, THE FOLLOWING APPLIES MONTHLY:									
CERTIFIED FTO: \$200	BILINGUAL SKILL TEST: \$125			TCOLE LICENSE:					
CONSTABLES CPP: \$125	SPANISH, VIETNAMESE			INTERMEDIATE		ADVANCED		MASTER	
PARK RANGERS EMIT B: \$125	AMERICAN SIGN LANGUAGE			\$50		\$100		\$150	
Positions on the Peace Officer Pay Scale are paid based on their annual salary. Hourly and monthly rates are shown for illustrative purposes. Approved by Commissioners Court on 08/29/2023.									
¹ Commissioners Court approved the addition of the Park Ranger Cadet to the Non-TCSO Peace Officer Pay Scale on 12/05/2023.									



V. BENEFIT CALCULATIONS

Benefit	Benefit Cost
FICA OASDI (506010)	Base Salary (up to \$167,700) x 0.062
FICA Medicare (506020)	Base Salary x 0.0145
Medical Insurance (506030)	Months on Payroll x \$1,079
Life Insurance (506040)	Months on Payroll x \$8.25
Retirement (506055)	Base Salary x 0.1765
Workers Compensation Insurance (506060)	Base Salary x "WCI Factor" Shown below

Job Description	"WCI Factor"
PRINTING	0.0124
INSULATION WORK & DRIVERS	0.0367
ROAD EMPLOYEES - PAVING	0.0437
ROAD MAINT MGMT PERSONNEL	0.0056
DRIVERS	0.0297
AIRPORT, HELICOPTER OPR	0.0133
LAW ENFORCEMENT, AMBULANC	0.0155
AUTO MECHANICS	0.0128
ENGINEERS, SURVEYORS	0.0018
CLERICAL	0.0016
CLINICAL PROFESSIONALS	0.0019
HOSP PROFESSIONAL & CLERK	0.0048
BUILDING MAINT & JANITOR	0.0188
PARKS & RECREATION	0.0208



VI. BUDGET STAFF ASSIGNMENT

Jessica Rio, County Executive, 854-4455			
Travis Gatlin, Budget Director, 854-9065			
Aerin Pfaffenberger, Assistant Budget Director	854-1160	Alex Braden, Assistant Budget Director	854-4741
Planning & Budget Office Transportation and Natural Resources <i>Debt Issuance/Debt Model</i> <i>Capital Budget (CAR, COs, State Highway, and Voter-Approved Bonds)</i> <i>Post Issuance Compliance Representative</i> <i>Capital Improvement Plan (CIP)</i> <i>Vehicle Users Committee</i>		Civil Service Commission Travis County Sheriff’s Office (TCSO) <i>Non-Property Tax Revenue Analysis</i> <i>Indirect Cost Study</i> <i>Compensation and Benefits</i> <i>Peace Officer Pay Scale (POPS) Analysis</i> <i>Reserves/BATs</i>	
Alexis Milligan, Planning & Budget Lead Operational Analyst	854-1772	Michelle Surka, Planning & Budget Analyst III	854-1764
Commissioners Court (Precincts 1-4 and County Judge) General Administration Civil Courts Civil Courts Legally Mandated Fees County Attorney Criminal Courts Criminal Courts Legally Mandated Fees District Attorney Probate Court <i>Budget Forms</i> <i>Budget Rules</i>		Facilities Management Centralized Leases and Utilities Information Technology Services Centralized Computers Juvenile Probation Health and Human Services <i>Grant Coordination</i> <i>Legislative/Fiscal Note Coordination</i> <i>CARES Act, American Rescue Plan Act, and Local Fiscal Recovery Fund Financial Analysis</i> <i>Integrated Justice System Support</i>	



Aaron Pepper, Planning & Budget Analyst II	854-9507	Latif Zaki, Planning & Budget Analyst I	854-4456
Community Supervision and Corrections Counseling and Education Services County Clerk Dispute Resolution Center Community Legal Services District Clerk Justice Planning Pretrial Services Public Defender's Office <i>Public Information Requests</i>		County Auditor Tax Assessor-Collector Human Resources Management Purchasing <i>Compensation and Benefits Backup Retention and Recruitment Committee</i>	
Matt Kojm, Planning & Budget Analyst I	854-6032	Miguel Segura, Planning & Budget Analyst I	854-1746
Emergency Medical Services Emergency Services Constables (Precincts 1-5) Medical Examiner		County Treasurer Justices of the Peace (Precincts 1-5) Veterans Services Office Historical Commission	
Gabrielle Douthitt, Planning & Budget Analyst I	854-9344	Michael Chang, Business Consultant I	854-9336
<i>General Budget Support Budget Forms Budget Rules</i>		<i>SAP/SBP Financial Systems Support Reports Development Budget Module Implementation Budget Process Protocols, Forms, Manual, Rules, Documents Support Compensation, Benefits, & Payscale</i>	
Tammy Hutchinson, Business Consultant I	854-1774	Sujaan Shah, Business Consultant I	854-9339
<i>Budget Module Implementation (Lead) SAP/SBP Financial Systems Support Budget Process Protocols, Forms, Manual, Rules, Documents Support American Rescue Plan Act Financial Analysis</i>		<i>Budget Module Implementation SAP/SBP Financial Systems Support Budget Process Protocols, Forms, Manual, Rules, Documents Support</i>	
Office Manager – Debra Garcia			



VII. GUIDE TO PERFORMANCE MANAGEMENT

I. BACKGROUND

While Travis County has been incrementally improving its performance management program over time, the Commissioners Court has asked for a greater emphasis on the results of County programs. This renewed focus on results is one of the key elements of the budget process. As current economic and demographic forces impact Travis County's housing affordability, income disparity, and traffic flows, the Commissioners Court has called on the County's Offices and Departments to focus on gaining efficiencies and identifying resources within target budgets that can be reprioritized to address pressing needs. As a part of these efforts, the Planning and Budget Office (PBO) has been asked to lead a concerted and purposeful effort to focus on improving performance metrics reported by Offices and Departments.

PBO seeks to create a more robust performance management system throughout Travis County and to use this system to make more informed funding recommendations, establish accountability for performance throughout the County, quantify work performed, help successful programs develop, and increase transparency for the residents of Travis County. In addition, PBO is making every effort to provide Commissioners Court with as much accurate and relevant information about County programs and their performance as possible and relate this performance to Offices' and Departments' reported mission statements, goals, and objectives. Finally, PBO hopes to encourage Offices and Departments to better document and meet their own programs' needs using benchmarks and best practices.

The County's vision, mission, and goals, revised in 2023, have been incorporated into the implementation of the performance management component of SAP's Budget and Planning Module (SBP). The system connects countywide goals and department-specific goals to all programs' performance measures. All Offices and Departments enter their program performance data directly into SBP as a part of the annual budget process. PBO will continue to work with Offices and Departments to improve the system and the County's performance management program.

The following information is a guide to developing an effective performance management system that Offices and Departments can use to improve their current systems and allow the County to work towards a performance management system that promotes effective and efficient programs. PBO will assist Offices and Departments with improving current performance measures and aligning them with funding levels to better clarify the relationship between funding levels and performance.

II. OVERVIEW OF PERFORMANCE MANAGEMENT

Performance management involves the regular collection of specific information regarding the results of County services. It includes the measurement of the work the County is completing and addresses the effect of County programs and employee efforts in our community. A performance management system links an Office's or Department's mission, goals, objectives, and performance measures. Effective performance management can be used to promote results-based management, a proactive and focused management approach that emphasizes results rather than procedures and can be used to improve practices in budgeting, contracting, rewarding employee results, and grant-writing.

Moreover, performance management is used as a tool to:

- Achieve greater organizational performance;
- Establish expectations and communicate results;
- Evaluate whether goals and objectives are being met and in what timeframe;
- Measure work efforts and accomplishments;



- Establish a link between program performance, resource allocation, and County priorities; and
- Provide a focused, but nimble, method to discern program effectiveness.

In general, a good performance management system should be able to provide answers to the following questions:

- What was achieved?
- How was it achieved?
- How effective was the program in achieving its goals and objectives?
- How efficiently was the work done?
- How were residents helped by the effort?
- Are these performance measures the correct measures to use in evaluating the County’s programs?

III. TRAVIS COUNTY MISSION, VISION, AND STRATEGIC GOAL STATEMENTS

Our Mission:

Building a Travis County where ALL people can thrive with dignity and respect.

Our Vision:

Travis County will be recognized as the best county in the US for all racial, ethnic, and economic groups. Getting there will require:

- Soliciting community engagement to better understand the needs and solution of County residents
- Closing every divide, everywhere east and west
- Achieving measurable equity in investment, availability of services, and results
- Reducing crime and jail populations, supported by increased/effective mental and behavioral health services so that the community will be safer
- Delivering nationally recognized climate resilience, environmental stewardship, greenhouse gas reductions, and disaster preparedness programs
- Implementing an effective, continuously improving, innovative strategy that achieves its goals.

Seven Strategic Goals – In order to achieve our mission and vision, we must:

- Promote **economic well-being** and racial, ethnic, and **economic equity**
- Provide services that support people’s **physical and mental health**
- Provide services that support the safety of people in the community.
- Achieve **environmental sustainability** and prepare for major climate disruption
- Assure **mobility that is timely, predictable, and safe**
- Be a **trusted and well-run County**
- Protect and **provide opportunity for the most vulnerable and underrepresented**

Adopted by Commissioners Court on March 28, 2023

IV. BASIC METHODOLOGY TO DEVELOP A PERFORMANCE MANAGEMENT SYSTEM

There are four basic steps in the development of a performance management system that ultimately leads to the formation of useful performance measures.



STEP 1: REVIEW YOUR MISSION AND GOALS

The mission statement outlines the organization’s purpose, or the “who” and “what” of the organization and should be consistent with the County’s overall mission. The following is a good example of a mission statement from the Transportation and Natural Resources Department:

The mission of the Travis County Transportation and Natural Resources (TNR) Department is to provide citizens living in unincorporated areas of the County with comprehensive transportation, natural resources management, and public service systems in order to promote public safety, health and welfare in compliance with Texas laws and mandates of the Travis County Commissioners Court.

Goals give more specific direction on how an organization will achieve its mission. A goal statement should usually begin with “to,” followed by a verb. The goal statement says what the agency does, identifies who will receive the service, and is associated with an outcome measure (statement of accomplishment). Examples of goal statements from several divisions of the Transportation and Natural Resources Department that align with the Department’s mission statement include the following:

- *Planning and Geographic Information Systems* – To develop and regularly update a long range, multi-modal, and local Travis County Transportation Plan, apart from the regional transportation plan of the Metropolitan Planning Organization, which incorporates significant public engagement and is well understood by the County’s regional partners.
- *Environmental Quality Program* – To address environmental pollution that can directly affect Travis County’s unique water resources, air quality, the health of our residents, and our quality of life.
- *Road and Bridge Maintenance* – To manage and provide services for scheduled and direct responses on routine and preventative maintenance operations on accepted Travis County roads and rights-of-way.
- *Parks Services* – To maintain clean, safe, attractive, and comfortable parks that visitors enjoy and will visit repeatedly.

STEP 2: DEFINE YOUR OBJECTIVES

Objectives are outcome-based statements of what will be accomplished. Ideally, an objective should demonstrate progress toward reaching an organization’s goal. An objective should support the goal, show a benefit, and be quantifiable. The objective should also have a timeframe in which progress should be attained.

Below are examples of objectives that specify a quantifiable amount and timeframe. As an example of the need to align goals with objectives and then with performance measures, the examples below are also from the Transportation and Natural Resources Department and directly align with the goal examples provided above:

- *Planning and Geographic Information Systems* – To develop and regularly update a long range, multi-modal, and local Travis County Transportation Plan, apart from the regional transportation plan of the Metropolitan Planning Organization, which incorporates significant public engagement and is well understood by the County’s regional partners.
 - *Objective:* Develop 75% of policy and recommendation elements for the Travis County Transportation Plan in FY 2025.
- *Environmental Quality Program* – To address environmental pollution that can directly affect Travis County’s unique water resources, air quality, the health of our residents, and our quality of life.
 - *Objective:* Perform maintenance activities necessary to ensure satisfactory operation and treatment on at least 90% of each County-owned permanent water quality structure annually.



- *Road and Bridge Maintenance* – To manage and provide services for scheduled and direct responses on routine and preventative maintenance operations on accepted Travis County roads and rights-of-way.
 - *Objective:* To maintain the overall condition index of the entire 1,200 mile roadway network at 75% Good to Fair condition arterials and 70% of all other roadways within Travis County.
- *Parks Services* – To maintain clean, safe, attractive, and comfortable parks that visitors enjoy and will visit repeatedly.
 - *Objective:* To reduce number of hazardous trees by mitigating 350 trees by end of FY 2025.

Additionally, when setting objectives, Offices and Departments should compare their goals and past performance to other entities that are comparable to that particular area or program. This practice of benchmarking is intended to help managers determine whether the program performance is in line with an external standard. In turn, managers can determine what the best practice is and prioritize opportunities for improvement. Benchmark comparisons may be made against entities that are seen as standards of excellence or achievement in the particular field that is being observed. Benchmark information can also be obtained from relevant professional associations and research on similar programs.

STEP 3: SELECT YOUR PERFORMANCE MEASURES

There are four major types of measures used to develop a balanced performance management system: **(1) input, (2) output, (3) efficiency, and (4) outcome measures**. Each of these types of measures can be used to illustrate the various aspects of services and programs provided by Travis County. While each of these performance measures is an important component of performance management, outcome measures focus on the ultimate “why” Travis County provides a particular service, and therefore can offer the most value.

The following is a brief description of each measure with examples. The suggested measures below would likely be improved with your Office’s or Department’s expertise and unique experience. Your assigned Planning and Budget Analyst welcomes the opportunity to work with you on this topic.

- An **input** measure is designed to report the amount of resources, either financial or other (especially personnel), that have been used for a specific service or program. It can also measure work and demand for services that are driven by factors outside of the County’s control and will require an Office or Department to perform some task or activity. These measures are sometimes grouped with output measures but differ in that they represent factors over which staff has no control. Examples of this type include:
 - Dollars expended
 - Staff hours used for a service
 - Number of new cases
 - Number of fires in unincorporated Travis County
 - Number of budget requests submitted
- An **output** measure is used to determine the quantity or number of units that an activity produces, or a service provides. Examples of this type of measure include:
 - Number of detention bed days provided
 - Number of fire incidents responded to
- An **efficiency** measure is used to determine the ratio between the amount of output produced and the amount of input it took to produce it. Examples of this type of measure include:
 - Cost per juvenile bed day
 - Cost per fire response incident



- Customer service staff members per County resident
- An **outcome** measure is used to determine how well the service provided accomplishes the intended purpose. It is a quantifiable measure of the benefit of the service or action. However, it should be noted that external forces can sometimes limit managerial control over an intended outcome. Examples of this type of measure include:
 - Percent of juveniles not reconvicted within 12 months
 - Fire deaths per 100,000 population

Using a variety of input, output, efficiency, and outcome performance measures for each objective will help show whether a service or action is achieving its intended goal, rather than merely counting “widgets.” The following is an example of how an output measure can be turned into an outcome measure that more accurately reflects the true intent of the program. The results of these measures are fictitious and have been fabricated for the intent of this exercise.

<i>Measure Type</i>	<i>Performance Measure</i>	<i>FY 2023 Actual</i>	<i>FY 2024 Projected</i>	<i>FY 2025 Projected</i>	<i>FY 2026 Projected</i>	<i>FY 2027 Projected</i>
<i>Original: Output Measure</i>	Number of visitors in Travis County Parks	450,000	500,000	550,000	600,000	625,000
<i>New: Outcome Measure</i>	Percentage of parks with minimum rating of “Good” or better	80%	80%	85%	87%	89%

In the situation where an Office or Department has little control of external forces that may affect the measurement’s result, the outcome performance measures should be supplemented with more input, output, and efficiency measures that are typically under the Office’s or Department’s control. Tracking these more process-oriented measures, however, should never be the major focus of performance measurement.

Looking at each of these types of measures for a particular service or action can provide a much broader picture for determining whether a service or action is achieving its intended goal.

MEASUREMENT CRITERIA

Performance measures should satisfy the following criteria. They should be:

- **Valid** – The data captures the information intended.
- **Reliable** – The data required can be replicated (verifiable) and is not susceptible to manipulation.
- **Relevant** – Relates to goals and objectives. The measures should be significant and beneficial to the Office or Department, Commissioners Court, public, etc.
- **Timely** – Measurements are reported on a recurring basis, as soon as possible after the events being measured, and provide the background data to easily trace the sources of the measurement.
- **Controllable** – The selected measures are under the Office’s or Department’s influence.
- **Comprehensive** – The measures incorporate significant aspects of the Office’s operations.
- **Clearly defined** – The measures have clear, documented meaning that can be uniformly understood and interpreted.
- **Balanced** – The measures are balanced in terms of the types of measures used (input, output, efficiency, and outcome). Measures should always focus primarily on outcomes (as defined below).



- **Strategic** – The measures align with the Office’s or Department’s strategic plans, visions, goal, and objectives. The measures also align with the County’s Mission Statement.
- **Unique** – The measures avoid measuring an impact sufficiently captured by other measures.
- **Cost sensitive** – The cost of collecting and retaining data is justifiable.

STEP 4: IMPLEMENT YOUR SYSTEM

The management of a performance measurement system involves collecting, reporting, and monitoring your measures. This will help you to identify if you are reaching your program’s goals and if adjustments are needed. The Health and Human Services Department has recently implemented a system for improving performance measurement across the Office or Department, described below:

In an effort to establish more robust performance measures for the various divisions and program areas in the Department, Health and Human Services has helped program managers use logic models and other tools to create goals, outputs, and outcomes that capture the unique needs and purpose of the Department. Through this multi-year process, management has revised many of their reported measures. Health and Human Services will continue to review and evaluate measures to better align them to budget and program priorities and to capture relevant outcomes.

PBO encourages Offices and Departments to have a continuous review process for their programs in order to evaluate what performance measures are useful to track, to make sure all programs and related performance measures align with their goals and objectives, and to ensure that the Office or Department is focusing on outcome measures that show the ultimate “why” Travis County provides a particular service.

In addition, PBO encourages the Offices and Departments to set goals for County programs by setting milestones for the current fiscal year and future years. These milestones should be directly linked to the set objectives, regardless of what timeframe the objective describes, and any annual plans or strategic plan that the Office, Department, or division may have. These milestones can vary in frequency depending on the scope and length of the project or program being measured, but it is generally recommended that milestones be set on at least a quarterly review cycle. A timely review process will allow the Office or Department to adjust projections, justify fluctuation in performance, and produce nimble and responsive actions, if necessary.

V. CONCLUSION

This document is intended to provide a brief introduction to performance management and its importance. The performance of a particular service or program should not be judged on any one measure, nor is there always only one ideal outcome. Instead, the ultimate “end” often includes competing goals, such as quantity vs. quality, with the more important of the two not always clear. Given that our work makes a difference in our community, it should be measured and communicated. The information provided through performance measurement is intended to assist Travis County Offices and Departments in providing efficient and effective services and programs.

The resources used to create this document are cited on the last page. There are numerous additional resources available on this subject. Please contact your Planning and Budget Analyst if you have any questions, need assistance to further develop and refine your performance measures, or would like additional research material on this topic.

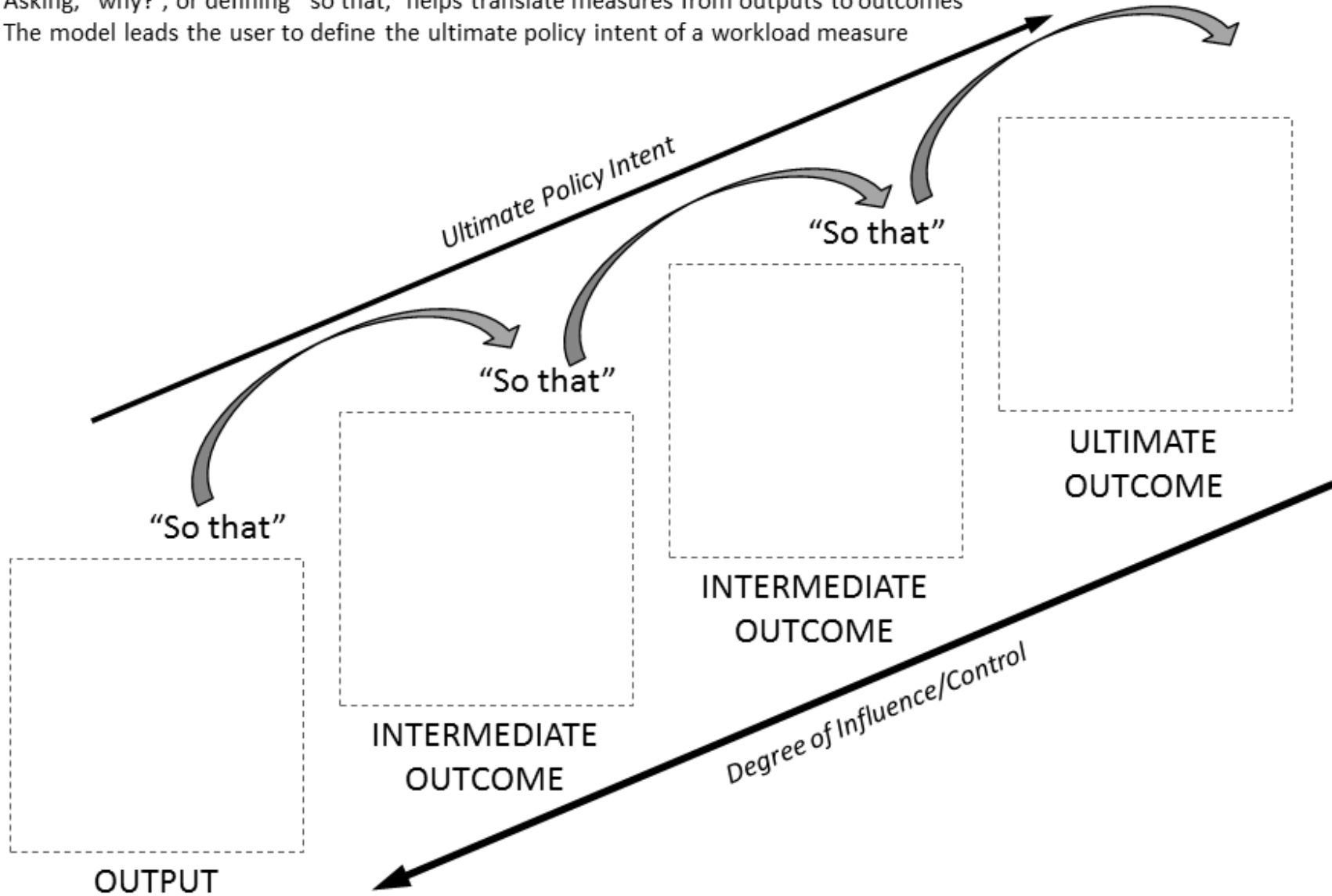


Measuring what Matters:

Use a logic chain to identify goals, outputs, and intermediate/ultimate outcomes

Asking, "why?", or defining "so that," helps translate measures from outputs to outcomes

The model leads the user to define the ultimate policy intent of a workload measure



RESOURCES

Fairfax County, Virginia. Basic Manual for Performance Measurement.

https://www.fairfaxcounty.gov/budget/sites/budget/files/assets/documents/pm/basic_manual.pdf

Fairfax County, Virginia. Data Collection for Performance Measurement Manual.

https://www.fairfaxcounty.gov/budget/sites/budget/files/assets/documents/pm/data_collection_for_performance_measurement_2012.pdf

Government Finance Officers Association (GFOA) Performance Measures Best Practices.

<https://www.gfoa.org/materials/performance-measures>

Government Finance Officers Association (GFOA) 10 Steps to Identifying Appropriate Performance Measures.

<https://www.gfoa.org/materials/tensteps-gfr1221>

Kennerley, Mike, and Andy Neely. Measuring Performance in a Changing Business Environment.

http://www.som.cranfield.ac.uk/som/dinamic-content/research/cbp/IJOPM_v23_n2.pdf

VIII. BUDGET FORMS

Budget forms must be completed electronically and uploaded to SharePoint. All forms are available on the Travis County Intranet at <https://traviscentral.traviscountytexas.gov/pbo/budget>.

If you have any questions about the use of the forms, contact your Planning and Budget Analyst or Michael Chang. For assistance with the computer application needed to complete the forms, call the ITS Help Desk at 854-9175.

Budget Submission Requirements		
Name of Form	Required for All Submissions?	Additional Notes
Budget Submission Summary (PB-1)	Yes	Electronically signed by Elected Official, County Executive or Department Head.
Organizational Summary (PB-2)	Yes	Includes current Organizational Chart
Department Strategy Form in SBP	Yes	Submitted online in SAP Portal
Program Results Form in SBP for EACH Program	Yes	Submitted online in SAP Portal
Budget Workbook	Yes	Balanced line-item budget at or below target and all supporting tabs
ITS Inventory Form	Yes	Submitted to ITS by April 1, 2024
Memo with justification for applicable proposed position action uploaded to SharePoint and sent to HRMD	If Applicable	If proposing reclassifications or internally funded positions
PAQ for proposed positions (or draft job description for new jobs)	If Applicable	If proposing reclassifications or internally funded positions



Budget Submission Requirements		
<i>Name of Form</i>	<i>Required for All Submissions?</i>	<i>Additional Notes</i>
New organizational chart with proposed position changes	If Applicable	If proposing reclassifications, internally funded positions, Fund changes, or Fund Center changes
Budget Request Proposal (PB-4)	If Applicable	One form for each budget request
Budget Request Details (PB-5)	If Applicable	One form for each budget request, including performance measures, and centrally budgeted equipment needs (new computer hardware/software and telecom equip, radios, vehicles)
Capital Budget Request (PB-6)	If Applicable	Only if requesting capital items (other than computer hardware/software and telecom, radios, new vehicles)
Revenue Estimate Form	If Applicable	Required if the Office or Department has existing contracts, Special Revenue Funds, or fee intake
Special Revenue Request	If Applicable	Only for a new source of revenue that requires additional expenditures
Radio Request Form	If Applicable	Only if requesting specified equipment
Multifunction Device Request Form	If Applicable	Only if budgeting new or replacement copier equipment
ITS Assessment Request (online only)	If Applicable	Only for requests for Information Technology



FY 2025 BUDGET GUIDELINES

TRAVIS COUNTY MISSION, VISION, AND STRATEGIC GOAL STATEMENTS

Our Mission:

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Our Vision:

Travis County will be recognized as the best county in the US for all racial, ethnic, and economic groups. Getting there will require:

- Soliciting community engagement to better understand the needs and solution of County residents
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- Reducing crime and jail populations, supported by increased/effective mental and behavioral health services so that the community will be safer
- Delivering nationally recognized climate resilience, environmental stewardship, greenhouse gas reductions, and disaster preparedness programs
- Implementing an effective, continuously improving, innovative strategy that achieves its goals.

Seven Strategic Goals – In order to achieve our mission and vision, we must:

- Promote **economic well-being** and racial, ethnic, and **economic equity**
- Provide services that support people’s **physical and mental health**
- Provide services that support the safety of people in the community
- Achieve **environmental sustainability** and prepare for major climate disruption
- Assure **mobility that is timely, predictable, and safe**
- Be a **trusted and well-run County**
- Protect and **provide opportunity for the most vulnerable and underrepresented**

The above Mission, Vision, and Strategic Goal Statements were approved on March 28, 2023, by the Commissioners Court.

INTRODUCTION

The Budget Guidelines are presented each year and serve as the first direction given by the Commissioners Court on the upcoming budget process. These guidelines provide the fundamental building blocks used by the Planning and Budget Office (PBO) in its formulation of the recommended Preliminary Budget, prior to the adoption of a final budget further refined by the Commissioners Court. These guidelines also provide Offices and Departments important information as they prepare their upcoming budget submission.

Travis County delivers a wide variety of services and programs which focus primarily on the judicial system, health, emergency and social services, law enforcement and corrections, and the maintenance of the county road system. The Commissioners Court is committed to supporting efficiencies and ensuring effective outcomes for these programs so



that limited resources are allocated in ways that best benefit the community. The Travis County budget supports its core mandated services and promotes resiliency and sustainability.

The success of the budget process is dependent on close collaboration among all stakeholders. The Planning and Budget Office is charged with working with all County Offices and Departments to find the appropriate balance between managing limited available resources and recommending new funding required to efficiently and effectively execute the services provided for Travis County residents.

The Budget Guidelines and subsequent Budget Manual accomplish three critical objectives:

- Provide an overall framework and calendar for the budget process;
- Set expectations regarding the impact of economic and financial conditions on the annual budget; and,
- Provide specific direction to Offices and departments on the formulation of their budget submissions.

Furthermore, these guideline discussions provide the Commissioners Court an opportunity to prioritize issues on the horizon that may require additional funding or internal reallocations of existing funds for the next fiscal year.

ECONOMIC OUTLOOK

Over the past year, economic conditions within the United States (US) have been uncertain. Higher inflation, slowing Gross Domestic Product (GDP) growth, lower government spending, and volatile trends in consumer spending have all contributed to this uncertainty. That said, the US economy has demonstrated resiliency despite these challenges and entered 2024 with many of these concerns fading. The information below is based on data sources obtained in early 2024.

ON THE NATIONAL FRONT

In the United States, the rapidly accelerating GDP growth rates seen after the economic turmoil of COVID shutdowns have begun to lose momentum signaling a more stable outlook. The Commerce Department reported real GDP growth of 4.9 percent in the third quarter of 2023. While this is notably higher than the 2.1 percent increase recorded for the second quarter, Goldman Sachs Research expects GDP to grow at a more modest 1.8 percent in 2024. Despite continued economic uncertainty, the real GDP growth provides some optimism. Concerns regarding high inflation have been a primary target of monetary policy by the Federal Reserve Bank. Monetary policy over the past year and a half has been hallmarked by the rise in the Federal Reserve’s policy rate, which has risen as a response to rising inflation. That said, there has not been a rate hike since the Federal Open Market Committee’s (FOMC) July 26, 2023, meeting when it raised its benchmark interest rate to 5.25 – 5.50 percent; the level at which it currently remains.

Table 1
2023 Fed Rate Hikes

<i>FOMC Meeting Date</i>	<i>Rate Change (bps)</i>	<i>Federal Funds Rate</i>
Feb 1, 2023	+25	4.50% to 4.75%
March 22, 2023	+25	4.75% to 5.00%
May 3, 2023	+25	5.00% to 5.25%
June 14, 2023	n/c	5.00% to 5.25%
July 26, 2023	+25	5.25% to 5.50%
Sep 20, 2023	n/c	5.25% to 5.50%
Nov 1, 2023	n/c	5.25% to 5.50%



FOMC Meeting Date	Rate Change (bps)	Federal Funds Rate
Dec 13, 2023	n/c	5.25% to 5.50%
Jan 30, 2024	n/c	5.25% to 5.50%

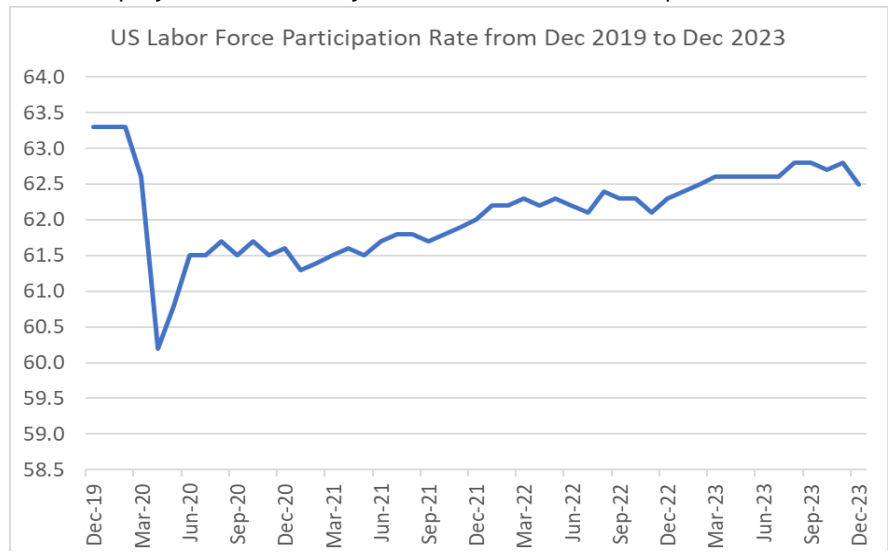
Source: [The Fed - Meeting calendars and information \(federalreserve.gov\)](https://www.federalreserve.gov)

Maintaining the federal funds rate supports the FOMC’s long-run goal of returning inflation to a desired 2.0 percent rate in a sustainable fashion. The Bureau of Labor Statistics (BLS) reports that annual inflation is down from a peak of 9.1 percent in June 2022 to 3.4 percent as of December 2023. The Federal Reserve’s restrictive monetary policy has seemingly been achieving the desired effects, as the personal savings rate is up from a historic low of 2.7 percent of June 2022 to 3.7 percent as of December 2023. Positive indicators for the US economy, yet Thomas Barkin, president of the Federal Reserve Bank of Richmond, said, “A soft landing is increasingly conceivable, but in no way inevitable,” Fed officials seem to agree that a soft landing is possible for the US.

High inflation has a significant impact on consumption and can greatly impact the people least able to afford more expensive necessities like food, housing, and transportation. The most recent data from the BLS indicates continued increases in the Consumer Price Index (CPI) across the board. The CPI-U, the index for all urban consumers, rose 0.3 percent in December 2023, and rose 0.1 percent in November 2023. These increases are part of a 3.4 percent increase in the CPI-U over the past year. Increases in the indexes for shelter and transportation services have been the greatest contributor to the overall increase in CPI-U. The all-items index increased 3.4 percent for the previous 12 months in December of 2023. This was slightly higher than that same indicator in November of 2023 (3.1 percent).

Although labor costs continue to increase, the US labor market is demonstrating notable strength. Unemployment rates are consistently around 3.5 to 4.0 percent (3.7 percent as of December 2023), per the BLS, showing continued recovery from the historically high levels of unemployment in the early months of the COVID-19 pandemic. The BLS

reported 9.6 million job openings at the end of September 2023, representing consistent decreases in job openings throughout 2022 and 2023. The labor force participation reported at the end of December 2023 was 62.5 percent (FRED, 2023) and indicated a steady return to pre-pandemic levels. Both the unemployment rate and labor force participation rate indicate labor market strength. Although layoffs throughout 2023 may have indicated less than favorable economic conditions, high-profile layoffs by companies like Amazon, Microsoft, Salesforce, and Dell may be an indicator of over-hiring throughout the pandemic or organizational restructuring due to technological advancements. Many of the industries



US labor force participation, Dec 2019 – Dec 2023. The chart shows a great dip at the onset of the COVID-19 pandemic in early 2020. Rates are now at 62.5 percent representing a steady return to pre-pandemic levels. Source: [Labor Force Participation Rate \(CIVPART\) | FRED | St. Louis Fed \(stlouisfed.org\)](https://fred.stlouisfed.org)

most affected throughout the pandemic, including leisure and hospitality, are showing continued recovery as travel continues to ramp up. Overall, the job market is trending towards stability.

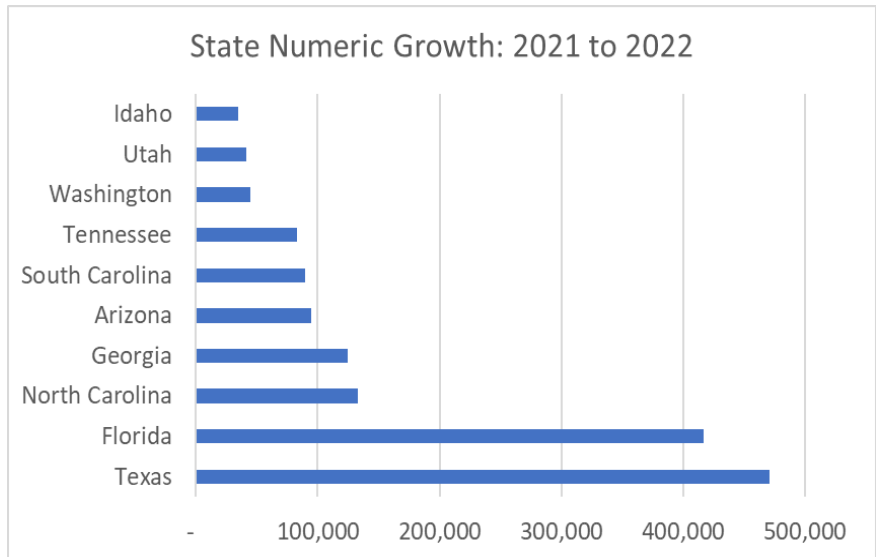


Supply chain issues have eased, but experts are still watching for the effect of the Russo-Ukrainian and Middle East conflicts on US supply chains and on energy prices. Important trends to watch for as supply chains are reinvented include greener and more circular supply chains and production, further production integration, and more ethical, transparent, and compact supply chains (sometimes powered by blockchain or other emerging technologies). As the global economy decides how to prepare for shocks like pandemics and geopolitical conflicts, the US will continue to adjust and prepare for its own future. The US response includes the Inflation Reduction Act, passed in August 2022, that has increased investments in clean energy, electrification, resilience, and efficiency. The legislation also lowered prescription drug and healthcare costs and raised some taxes on corporations. The perceived longevity of now-resolved supply chain problems, and policy solutions, may have contributed to lingering inflation, but many of the most problematic shortages have eased dramatically.

THE TEXAS ECONOMY

Texas, much like the national economy, continues to recover from the impacts of the COVID-19 pandemic and is experiencing similar economic shocks, such as higher inflation in recent years. However, the State’s strengths, which include a young and growing workforce, robust manufacturing output, and a strong business climate, have made the economy resilient even through economic uncertainty. Although growth has slowed in recent months, Texas is still expected to achieve strong GDP growth in 2024, continued population growth, and further business investment. Considering the overall positive consensus held by experts, Texas is expected to weather a slowdown well.

Updates from the recent Census found that Texas continues to be one of the fastest growing states in the country as its population surpassed 30 million in 2022 and was the top state in the US in terms of numeric population growth from 2021 to 2022. Texas cities, like Austin and Fort Worth, are some of the fastest growing cities in the country, with Fort Worth gaining the highest number of new residents of any US city in 2022. Between 2010 and 2020, the Census reports that Texas’s population increased by 15.9 percent. Texas had the second highest total of net domestic migration in the United States (behind Florida) in 2022 and a strong rate of natural increase. Notably, during 2022, Hispanic Texans surpassed non-Hispanic White Texans as the largest portion of the statewide population. The State is younger than the nation on a whole, with a median age of 34.2 years versus the national median of 38.9. These demographic realities lend to a resilient workforce and have long fueled the strength characteristic of the Texas job market.



The chart above illustrates the strong population growth exhibited by Texas among the top ten states in the US in terms of year-over-year numeric growth. Source:

[Growth in U.S. Population Shows Early Indication of Recovery Amid COVID-19 Pandemic \(census.gov\)](https://www.census.gov/newsroom/releases/2022/c22-08.html)

The 2020 COVID-19 outbreak initially destroyed 1.4 million jobs in Texas. Since December of 2021, the State has recovered all jobs lost and has more total jobs than before the pandemic. According to the BLS, Texas created the most



jobs in 2023 than any other state at 369,600 jobs added, continuing to be a leader in job creation and highlighting the strength of the Texas job market. However, a November 2023 report by the Federal Reserve Bank of Dallas states that, “services activity eased in September and October while manufacturing output stabilized after months of decline,” but the job market at large remains strong with high wage growth, housing prices and rents in major metro areas falling, and the volume of jobs created. High interest rates because of Federal Reserve rate hikes are likely causing slowdowns in investment, banking, and real estate services. Regardless, Texas has higher than average national job growth in industries including oil and gas, financial services, education and health services, manufacturing, business and professional services, and information. As reported by the BLS, Texas experienced the third largest percentage increase in employment from December 2022 to December 2023 at 2.7 percent, while the State’s unemployment rate remains above the national average of 3.7 percent at 4 percent. Texas’s labor force participation rate remains consistent with the national average at 64.6 percent. Texas continues to attract workers, and the BLS reported almost 15 million available workers in the Texas labor pool.

Supply and personnel problems have increased costs for many companies in the last year and limited their ability to meet increasing demand. Furthermore, after a period of high growth, the manufacturing sector is beginning to stagnate due to wage pressures, material costs, and falling demand. An October 2023 Dallas Federal Reserve survey showed that the employment index declined seven points to 6.7, a reading just below the series average of 7.9. Further, 19 percent of firms noted net hiring, while 13 percent noted net layoffs. Wages and benefits have dropped closer to their average levels after three years of being elevated. As raw material and finished good prices decrease in the state, Texas seems to be moving past debilitating supply chain shortages and its labor supply seems to be more in line with demand.

Texas continues to attract world renowned companies and high-level talent. Texas was named the Top State for Businesses for the 19th year in a row by CEO magazine, due largely to its business-friendly tax environment, predictable regulatory regime, accessible infrastructure, and young, educated workforce. These factors are also driving businesses to relocate and invest in Texas. In March 2022, construction began on Samsung’s 17-billion-dollar chip manufacturing plant in Taylor, Texas. Tesla’s Texas Gigafactory opened in April 2022 and employs more than 12,000 people, and tech companies like Hewlett Packard and Oracle have recently moved and expanded in Texas, increasing employment opportunities.

The state’s rapid economic recovery and high business activity have continued to support the Texas housing market, but the market has largely leveled out through 2023. The median home price across Texas was \$334,600 in November 2023, down from around \$338,000 in December 2022, while average days on the market have stabilized at around 51 days, according to the Texas Real Estate Research Center at Texas A&M University. While Texas cities contained many of the most competitive markets in the country in 2021 and early 2022 despite inflation, interest rate hikes have increased mortgage rates and slowed demand. All of Texas’s major metropolitan regions remain among the most active real estate markets nationwide, but the market has experienced a noted cooldown. Home sales have decreased 5.9 percent year over year. Although Texas’s housing market has cooled, the State has not experienced declines relative to the nationwide housing market. Texas is known to have weathered the pandemic and other shocks well, and this resilience is evident in the current job and housing markets as well as the continued migration of people and businesses to the state.

THE TRAVIS COUNTY ECONOMY

The Austin Metro area remains one of the fastest growing economies in the country, but there are concerns that this boom is slowing. The American Growth Project, a production of the Kenan Institute of Private Enterprise at The University of North Carolina’s Kenan-Flagler Business School, ranked Austin as the second-fastest growing extended metropolitan area in the country. The area’s Gross Domestic Product grew by 4.3 percent in 2022, second only to San

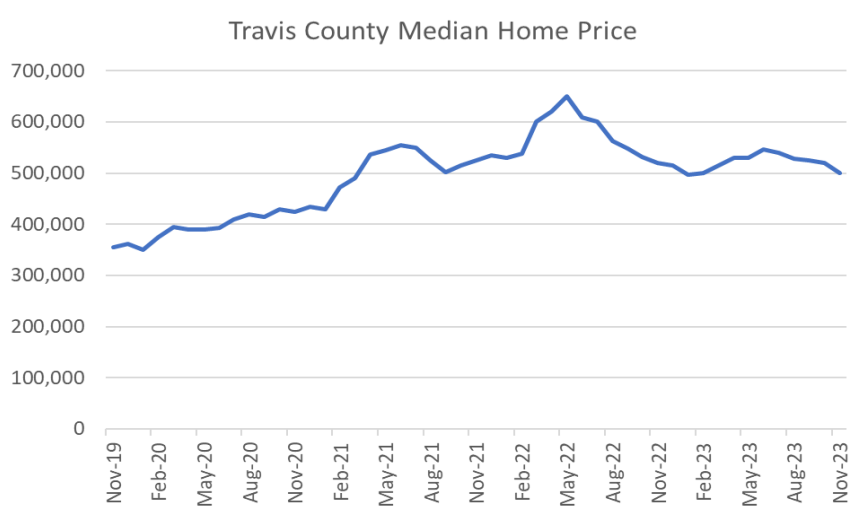


Francisco’s 4.8 percent. The authors attribute the city’s economic appeal to its “high concentration of venture capital, warm climate, and vibrant cultural offerings.” The authors caution that the Austin’s growth may be on the decline, citing skyrocketing housing costs and a declining hiring rate. Much like Texas as a whole, the region’s population has grown quickly, increasing by 2.4 percent from 2022 to 2023. Although Austin is no longer one of the fastest growing areas in Texas, satellite cities like Georgetown, Kyle, and Leander were three of the four fastest-growing cities of 50,000-plus residents in the nation between July 2021 and July 2022, according to the most recent Census Bureau data.

Travis County’s unemployment rate has recovered to 3 percent in November 2023 after rising to 11.8 percent during the pandemic. This rate is still higher than the pre-pandemic rate of 2.3 percent in December 2019, yet below the state rate of 4 percent. Considering Texas’s strong economy but arguably weaker national economic trends, it is difficult to predict whether this figure will increase, remain steady, or decrease. Additionally, high interest rates are causing consternation and confusion in Texas’s business community, raising concerns about a potential recession. The Dallas Federal Reserve notes that employers are divided on the future of the economy and that Texas’s growth in 2023 was 3.3 percent, down from 4.3 percent in 2022 and 6.1 percent in 2021. The reason for this pessimism may lie in the impact of layoffs in the technology sector, as Austin is a tech hub with companies like Samsung, Apple, Meta, and Oracle among the largest employers and taxpayers in the area. That said, Austin was the top “Leading Metro” in the state for job growth at 3.5 percent in 2023 and is expected to continue this positive trend.

Average private sector hourly wages for workers as of November 2023 in the Austin MSA was \$33.58 an hour, just below the nationwide average of \$34.00, yet above the state average of \$32.00 according to the Dallas Fed. Average weekly earnings in Travis County were \$1,691 in Q2 of 2023 per the Bureau of Labor Statistics. Austin area employment remains clustered in a few occupational groups, including computer and mathematical, Office and administrative support, and business and financial operations. These high-wage professions are likely to continue to see surges throughout FY 2024, as major tech companies continue to move operations to the region.

The Austin/Travis County housing market has cooled from its formerly rapid growth and vitality. After booming growth in 2021 and 2022 along with subsequent price increases, median home prices have decreased by 3.4 percent as of November 2023 (year-over-year). Additionally, home sales have decreased by 7.1 percent as of November 2023 (year-over-year) according to the Texas Real Estate Research Center. Housing stock in the area has rebounded from historic lows during the pandemic, as Austin was one of the top homebuilding markets in the Country, with a year-over-year increase of 29 percent in single-family building permit volume as of November 2023.



The chart above illustrates the sharp rise in the Travis County Median Home Price in 2022 and the recent trend of the cooling housing market as it relates to falling prices. Source: [Travis County Housing Activity - Texas Real Estate Research Center \(tamu.edu\)](https://www.tamurerc.com/research/travis-county-housing-activity)

This trend is expected to continue through 2024, along with multifamily housing, and may influence rent to fall throughout the year. The Texas Real Estate Center is expecting December 2024 rents to decrease 3 to 4 percent year-over-year. As the housing market in the area continues to cool and adjust to shocks, it’s evolving dynamics as they affect Travis County will be closely monitored.



THE IMPACTS OF ECONOMIC INFLATIONARY PRESSURES ON THE TRAVIS COUNTY BUDGET

Travis County Offices and departments have faced notable cost escalations, as well as material and parts shortages, supply chain delays, and labor shortages. Some departments have reported increased workloads because of inflation and supply side constraints. Each year during the budget process, the Planning and Budget Office works with departments to understand their specific challenges due to inflation and supply chain disruptions and adjusts the budget as needed based on these impacts.

Inflationary pressures peaked in FY 2022, and while prices remained elevated throughout FY 2023, they did not increase at the same rapid rate. These pressures have begun to diminish, with year-over-year inflation on all goods decreasing from a peak of 9.1 percent in June 2022 to 3.1 percent in November 2023. At a more granular level, new vehicles, fuel, electricity, medical care services, and food all have lower levels of inflation than at the same time last year. Inflation continues to exert cost pressures impacting operations and budgets. Below are increases approved in the FY 2024 Adopted Budget related to inflationary pressures.

**Table 2
Budget Approved Items Related to Inflationary Pressures**

<i>Department</i>	<i>Request</i>	<i>Amount</i>
Health and Human Services	Increase in Construction Material and Contractor Services Costs for Weatherization Program	Earmark on Allocated Reserve: \$500,000
Transportation and Natural Resources	Bond project shortfalls or future capital needs	Earmark on CAR Reserve: \$24,037,849
Facilities Management	Maintenance and Repairs Increases	\$250,000 and Earmark on CAR Reserve of \$250,000
Centrally Budgeted Rent and Utilities	Rate Increases	\$110,000
Information Technology Services	IT Contract Increases	\$971,730
Travis County Sheriff's Office	Food and Supplies Increases for Jail	\$1,000,000

AMERICAN RESCUE PLAN ACT CORONAVIRUS LOCAL FISCAL RECOVERY FUND

Travis County received \$247,450,630 through the American Rescue Plan Act Coronavirus Local Fiscal Recovery Fund (ARPA LFRF). The funds were allocated to the County in FY 2021 in two tranches. The Commissioners Court has fully allocated the total \$247,450,630 from the LFRF into three project tracks, detailed below. Track 1 consists of projects that continue emergency assistance programs begun during calendar year 2020 to immediately address the impact of COVID-19. Such projects used funding from the Coronavirus Relief Fund (CRF) provided as part of the CARES Act of 2020 to quickly respond to the effects of the ongoing health emergency and Track 1 resources continued that response. Track 2 funding includes projects prioritized by the Travis County Commissioners Court for long-term planning purposes, along with the Supportive Housing Initiative Pipeline (SHIP) and additional projects prioritized by Commissioners Court on April 20, 2023.

The Supportive Housing Initiative Pipeline is the largest component of the County's projects, totaling \$107,000,000 from the LFRF (and \$3,000,000 from the General Fund) for direct construction of affordable housing units along with an additional \$11,267,448 for administering the funds. Most of the funds are to be provided directly to external entities constructing supportive housing units. Approximately \$51,502,262, or 51.9 percent, of the total funds within the



supportive housing pipeline have been encumbered for contracts with external entities. There are eleven projects total that are in the process of obligating funding.

Track 3 provides resources for the County’s immediate emergency response to the ongoing COVID-19 public health emergency by funding personal protective equipment, facilities modifications to promote social distancing, and vaccination provisions to disparately impacted communities. This track includes resources have been allocated to various Travis County projects that are allowable under Treasury guidelines.

Table 3
Travis County LFRF Project Budgets

<i>Track</i>	<i>Project</i>	<i>Budget</i>
Track 1	Emergency Assistance	\$15,957,256
	Workforce Development	13,609,727
	Food Assistance	12,762,849
	Childcare Assistance	6,725,000
	Other Support Staff	5,970,668
	Small Business Assistance	5,709,750
	Nonprofit Assistance	2,183,252
	Targeted Behavioral Health Support	325,000
	COVID Outreach	50,000
Track 1 Subtotal		\$63,293,502
Track 2	Supportive Housing	\$107,000,000
	Supportive Housing Administration	11,267,448
	Residential Jail Diversion with Mental Health and Addiction Treatment	8,000,000
	Water Infrastructure Projects	5,500,000
	ESD Communications and Resiliency Enhancements	5,335,504
	Civil & Family Courts Facility Reclaimed Water Line	1,375,000
	Safer Travis County	1,000,000
	Trauma Recovery Center	1,000,000
	Ronald McDonald House Expansion	1,000,000
	The Innocence Initiative and Travis County Girl Squad	696,003
	Broadband Infrastructure	602,342
	Austin Urban Tech Movement	500,000
	Ending Youth Homelessness	500,000
	First Tee of Greater Austin	500,000
	Additional Data Resources and Coordination	500,000
	Women and Children Residential SUD Treatment program	469,559
	MC3	341,271
	Majority of Color Cohort, Capital IDEA dental hygiene students	300,000
	Children's Mental Health	270,000
	Travis County Forensic Mental Health Project	250,000
Track 2 Subtotal		\$146,407,127
Track 3	County Joint Response	\$20,400,555
	County Direct and Joint Response	5,886,423
	TCSO Health Services Building	4,411,000
	Consultant Contract	1,000,000
	Adaptive Workplace/Telework	1,035,000



<i>Track</i>	<i>Project</i>	<i>Budget</i>
	Sobering Center Renovation	800,000
	Food/Medicine Chute Doors	800,000
	Law Library Temps and Case Management Software	610,102
	Remote Court Proceedings	472,420
	Constable 4 Deputies	431,882
	TCSO Correctional Complex Design	375,000
	County Jail Prevention	350,000
	Juvenile Probation Courtroom Remodel	312,000
	Virtual Hearing Automation and Inmate Coordination	280,465
	Touchless Drinking Fountains	187,500
	Hot Swap Loaner Notebooks	115,000
	Custodial Services - Juvenile Probation	86,945
	In-person Court Proceedings	68,308
	Courtroom Tech Upgrades	30,000
	Shelter Support Trailer	25,000
	JP 2 Audiovisual Equipment	25,000
	Remote Video Transmission System	22,000
	COVID-19 Test Machines	14,000
	Remote Jury Trials JP 1-5	11,400
<i>Track 3 Subtotal</i>		<i>\$37,750,000</i>
<i>Grand Total</i>		<i>\$247,450,630</i>

Departments across the County are working to ensure these funded projects are executed in the time frame required by Federal regulation, which states that all LFRF funding must be obligated by December 31, 2024, and expended by December 31, 2026. Updates on these projects are provided regularly both through quarterly updates required by the Treasury Department and through periodic updates to the Commissioners Court. The most recent update was on December 19, 2023, where the Court allocated \$6,954,762 of available Track 3 resources to projects including a refurbishment of the Travis County Correctional Facility Health Services Building, additional funding for the Law Library, among other projects.

In November 2023, the Treasury issued an Obligation Interim Final Rule (IFR) to address LFRF recipients' questions and comments regarding the definition of "obligation" as it pertains to the Treasury's requirements that all LFRF funds be "obligated" by December 31, 2024. This IFR provided clarification on the definition and provided related guidance specifically regarding which personnel costs are allowable after the December 31, 2024, obligation deadline and until the expenditure deadline of December 31, 2026.

These new clarifications provide specific limitations on personnel expenses after the obligation deadline, allowing only those personnel directly involved in LFRF administrative work, such as reporting and compliance, single audit work, record retention and internal control requirements, property standards, environmental compliance requirements, and civil rights and nondiscrimination requirements, to be funded through LFRF resources after the December 31, 2024 obligation deadline. PBO is working with Guidehouse to provide comment on this new Interim Final Rule and will work with the consultant and relevant Departments and Offices that may be impacted by this clarification to determine which SPWs are eligible for extension until 2026 and which may need alternative funding sources. The Treasury has provided a deadline of April 30, 2024, to report on specific eligible personnel costs that will be funded through 2026, and PBO will bring forward an update on LFRF Special Project Worker funding to the Court before that date.



PBO will continue updating the Commissioners Court on the progress of approved projects to ensure that Federal timelines are met.

LEGISLATIVE OUTLOOK, UNFUNDED MANDATES, AND INTERIM CHARGES

Counties are an arm of state government and deliver many state services at the local level. While local governments are generally able to fund new or expanded state mandates with local financial resources, namely property tax revenue, there has been a shift over time in service provision responsibility from state to local governments without a corresponding increase in financial resources appropriated by the state. Key unfunded mandates highlighted by the Texas Association of Counties include:

- criminal indigent defense support,
- the incarceration of state inmates and health care in county jails;
- indigent health care and treatment;
- the hiring of juvenile probation personnel;
- the maintenance of jail standards;
- detention of blue warrant inmates;
- the appointment of counsel in child protective services cases; and,
- elections.

Texas counties are mandated to provide these services, but the state offers little or no funding to cover the cost of the provision of these services. Financial support for these services is further hampered by recent measures at the state level to limit local taxing control. Such efforts include SB 2, passed by the 86th Texas Legislature in 2019 that artificially caps property tax revenues, and HB 1869, passed by the 87th Texas Legislature in 2021 which limits the County's ability to issue Certificates of Obligation.

The 88th Texas Legislature was a consequential session for Travis County, with several bills passing with significant fiscal implications. Like the 87th Legislature, the 88th consisted of one regular session from January 10th until May 29th, 2023, and several special sessions called by Governor Greg Abbott. Overall, lawmakers filed 8,345 bills, and 1,139 bills passed on various topics, including education, healthcare, transportation, environment, and tax reform. Some of the notable legislation passed into law includes:

- House Bill 3474, which establishes new judicial districts across multiple counties, including the creation of the Travis County Probate Court #2. PBO estimates the annualized ongoing cost for the new Probate Court will be \$1.18 million, plus an additional \$370,000 in one-time costs.
- House Bill 3697 streamlines the requirements for the plat-approval process, with the intent of making it easier and faster for developers to obtain approval for new projects but could significantly impact Travis County's planning and development process. While the final impact to County operations is not yet known, the County's budget may be significantly affected as well based on the staffing requirements to provide expedited and/or enhanced services associated with the plat-approval process.

Of the several special sessions called by Governor Abbott, notable legislation passed that will have a fiscal impact included Senate Bill 2 and Senate Bill 4. Senate Bill 2 included: a \$100,000 homestead exemption, increased from \$40,000; a reduction in school property tax rates through an infusion of the \$12.7 billion historical budget surplus into school districts; and a temporary 20 percent appraisal cap on properties valued at \$5 million or lower that are not considered homesteads. Senate Bill 2 also changed parts of the appraisal process, including a change to the Central Appraisal District (CAD) board. Previously, all CAD board members were appointed. Now, three of those board members will be elected. This election must happen in May 2024 and will result in costs to the County to conduct the election. Senate Bill 4 creates a new criminal offense for illegal entry into the United States which carries a maximum



six-month sentence in a county jail. There is no provision to reimburse the county's increased costs for apprehension, prosecution, incarceration, and ensuring the person's return to their country for this offense.

The fiscal impact of the 88th Texas Legislature on Travis County is still being analyzed, and PBO will work with Departments across the County to understand how the changes might affect budgets in FY 2025 and in coming fiscal years.

During the interim between legislative sessions, the Speaker of the House and the Lieutenant Governor direct the committees of each chamber to study various topics and report back to the full body prior to the beginning of the next legislative session with analysis and recommendations. Travis County's list of interim charges are as follows:

- Analysis of the remaining fee balance in the Low-Income Vehicle Repair Assistance, Retrofit, and Accelerated Vehicle Retirement Program (LIRAP).
- Study the prevalence of illegal solid waste disposal outside of municipal boundaries, including the illegal disposal of scrap tires across the state.
- Study disaster resiliency statewide and ability of the state and local governments to properly prevent and respond to natural disasters.
- Review groundwater availability, development regulations, and local governments ability to ensure groundwater availability.
- Study the approval and creation process of special districts created by local and general law.
- Examine the effectiveness of life-saving drug testing technologies for fentanyl, xylazine, or other adulterants as a means to preventing overdoses and deaths in Texas.
- Study of the costs incurred by local governments pending state agencies to take custody of state inmates.
- Study the role of county government in the Child Protective Services system in Texas, including court operations and diversion programs, support services, and the cost to counties for providing legal representation for parents and children involved with the CPS system.
- Study the operations of specialty courts authorized to be established under state statute as well as existing specialty courts across the state that are not statutorily recognized.
- Explore community diversion and re-entry support.
- Study the ability for local governments to utilize Public Improvement Districts or other funding mechanisms as a means of expanding affordable housing.

STRATEGIC PLANNING EFFORT & PERFORMANCE MANAGEMENT

Travis County's mission is to build a County where all people can thrive with dignity and respect. Fulfillment of this mission requires strategic planning and performance management, such that scarce resources can be best allocated throughout the County and put towards a clearly defined vision for the future. As part of this effort, Travis County has embarked on a strategic planning project and further emphasis on performance management through program performance data. Refinement of these endeavors continues and will impact FY 2025 and beyond.

A community-wide survey was distributed, which reached 2,477 respondents, to allow the community to provide input on the mission, vision statements, and strategic goals. A cross section of Travis County employees was organized into Goal Teams around each strategic goal and worked collaboratively to further define how the County will measure success for each goal. These teams also discussed the most effective ways, with the highest leverage, to deliver the results of each goal. Goal Teams recommended key performance measures and proposed implementation strategies for each goal. These were presented to the Commissioners Court at three Court meetings in April, June, and November of 2022.



On January 24, 2023, Commissioners Court formed a Strategic Planning Committee made up of all five members of the Commissioners Court and discussed updates to the mission, vision and goal statements which were adopted at the March 28, 2023, voting session. The Strategic Planning Committee met regularly throughout the year and reviewed all the factor maps, strategies, and metrics related to the seven strategic goals. Going forward, staff will work to synthesize feedback gathered through these meetings and develop an implementation strategy, including timelines and priorities. Future steps include ranking strategic goals, confirming program alignments to strategies and goals, and working with County teams of subject matter experts to crosswalk all the strategic goals and strategies with major County programs, initiatives, and plans.

Continued efforts to improve strategic planning and performance measure data will increase the quality and use of the County's SAP Budget and Planning module (SBP), further enhancing program performance transparency. PBO plans to publish FY 2025 departmental analysis and Preliminary Budget recommendations along with our other FY 2025 budget documents on the Planning and Budget Office's website as part of this continued effort in promoting greater transparency of the budget process and use of public resources. In addition, a new volume will be published as part of the full Adopted Budget, "Volume IV: Performance Management", and will include all departmental performance measures. PBO will work with Offices and departments on linking key performance measures to the Strategic Plan, once adopted.

FY 2025 BUDGET CONSIDERATIONS

The Budget Guidelines include known budget considerations that will need to be addressed during the FY 2025 budget process as well as a financial outlook, provided annually, for the next three to five years.

For the FY 2025 budget process, estimates of known budget drivers are identified and included in this document. These budget considerations are discussed below and must be weighed seriously by the Commissioners Court early in the process in order to provide clear direction to PBO in the formulation of the Preliminary Budget.

DEPARTMENTAL TARGET BUDGETS

The FY 2025 Target Budget represents the FY 2024 Adopted Budget plus the annualized impact of any new increases approved during FY 2024, less any one-time expenses and other reductions related to pilot programs and programs that have been moved from ongoing to one-time, plus any needed corrections. The current Target Budget amount for FY 2025 is \$930.9 million (including \$869.7 million in departmental base budgets) and represents initial requirements to continue approved programs in Offices and departments for the next fiscal year at current service levels. This number includes ongoing funding built into reserves and capital budgets that allows the Commissioners Court the flexibility to make long-term decisions midyear and issue less future debt by cash funding recurring capital needs.

PBO reviews departmental base budgets annually during the budget process. This process involves working with departments to identify flexibility within their budgets to better accomplish their goals and missions. This analysis oftentimes results in recommendations from PBO for Offices and departments to internally fund budget requests that the department has requested to be funded with new tax dollars.

AVERAGE DAILY POPULATION

The single largest expense of the annual budget is operating the County's jail. The County has focused on reducing the Average Daily Population (ADP) in the Travis County Jail through diversion and other justice programs. PBO monitors ADP closely given its impact on the County budget each year. Recently, the County has experienced an increase in adult ADP. The adult system ADP for January 2024 was 2,207, which is 50 less (-2.2 percent) than January 2023. However, this figure is 392 more (21.6 percent) than January 2022, and 359 more (19.4 percent) than January 2021



during the height of the COVID-19 Pandemic shutdowns. When looking at the ADP prior to COVID-19, the ADP is up 7 or just 0.3% compared to January 2020.

Table 4
Travis County Adult Inmate Population Comparisons for January 2020 to 2024

<i>Monthly Average</i>	<i>ADP</i>	<i># Change from FY 2024</i>	<i>% Change from FY 2024</i>
2024 January Avg.	2,207	N/A	N/A
2023 January Avg.	2,257	(50)	(2.2%)
2022 January Avg.	1,815	392	21.6%
2021 January Avg.	1,848	359	19.4%
2020 January Avg.	2,200	7	0.3%

The average population in the Juvenile Probation Department, including the Residential and Detention programs, has recently started to trend back upwards to pre-COVID levels after several years of lower-than-average populations.

Table 5
Travis County Juvenile Average Daily Population for Residential and Detention Programs for January 2020 to 2024

<i>Monthly Average</i>	<i>ADP</i>	<i># Change from FY 2024</i>	<i>% Change from FY 2024</i>
2024 January Avg.	64	N/A	N/A
2023 January Avg.	34	(30)	(88.2%)
2022 January Avg.	50	(14)	(28.0%)
2021 January Avg.	60	(4)	(6.67%)
2020 January Avg.	83	19	22.89%

In prior years, a reduction in ADP was realized both with the adult and juvenile populations. Based on the reduced population figures for adults and juveniles in Travis County’s custody, the FY 2020, FY 2021 and 2022 Adopted Budgets included related reductions totaling \$6,176,065 and 109 FTEs. More specifically, the Sheriff’s Office budget for corrections was reduced by \$5,058,897 and 91 FTEs and the Juvenile Probation Department’s budget was reduced \$1,117,168 and 18 FTEs. These savings were based on lower staffing requirements since there were fewer adults and juveniles in our custody and the savings helped balance the FY 2021 and FY 2022 Adopted Budgets.

To best prepare for future ADP growth, an ADP Reserve was established first in the FY 2020 Adopted Budget using a portion of the savings from that fiscal year’s Correction Officer position reductions so resources could be available to restore positions required under state required staffing ratios should these populations increase.

However, during FY 2022, the adult ADP began to rise significantly. To respond to this trend, the FY 2023 Adopted Budget included 30 additional Corrections Officer and five Corrections Specialist positions at cost of \$2,480,441 to support the higher anticipated ADP. The reserve was maintained at the same level and remains available to address ADP needs in future budget years. If the ADP begins to exceed pre-pandemic levels, additional increases to staffing may be required in FY 2025. In addition, the Sheriff’s Office received funding in FY 2023 for a Corrections Bureau staffing study which may recommend additional changes to staffing. The results from this study are likely to be ready in time for the FY 2025 budget process. PBO will continue to monitor the ADP and staffing levels and make recommendations to adjust the budget and FTEs as needed.



To facilitate a safe environment during the COVID-19 pandemic, the Sheriff’s Office opened residential units that normally would not be in use with the low ADP experienced at that time. These units assisted in necessary isolation and quarantine efforts and many of these health and safety protocols, including testing, will likely remain in place moving forward to combat COVID-19 as well as other communicable diseases that spread rapidly in correctional settings.

Juvenile Probation’s daily population has recently begun to increase after several years of lower-than-average ADP. The annual average ADP across both detention and residential facilities in FY 2023 was just 21 youth. Over the first four months of FY 2024, the population average has exceeded that, averaging around 30 youth with significantly higher averages in the fall. This is a return to prior patterns, and PBO expects that the Juvenile population will likely continue to increase somewhat and then level out to pre-COVID levels in FY 2024.

In response to the previous trend of persistently decreasing ADP, PBO and Juvenile Probation delimited nine FTEs that were not needed and used the funds to address salary compression issues within the department in FY 2024. Though the Department continues to not need these positions, PBO will work to closely monitor ADP and ensure that the Department is adequately staffed to meet all the mandated requirements for supervision and safety in the Juvenile Probation facilities.

BUDGET DRIVERS

PBO staff works to gather and discuss estimated budget drivers, including potential investments in the workforce. These budget considerations are consolidated into the table below. Each budget category is discussed in greater detail in the next section. Budget drivers such as these generally represent projected FY 2025 expenditures that, unless otherwise directed by Commissioners Court, will require additional funds to be made available either through significant reallocations of existing County resources or by the addition of new ongoing resources.



Table 6
FY 2025 Preliminary Budget Drivers

<i>Category</i>	<i>Preliminary Estimate</i>
Target Budgets in Millions	\$930.9
Workforce Investments & Countywide Budget Drivers	
Compensation & Benefits	21.2
Interlocal Agreements	2.8
Waller Creek TIF Agreement and Balcones Canyonlands Preserve	0.5
Subtotal Workforce Investment & Countywide Budget Drivers	\$24.5
Program Specific Budget Drivers	
General Maintenance of Current Effort (MCE)	3.5
Tech-related Maintenance of Current Effort (MCE)	2.9
Justice Investments	2.8
Parks & New Facilities	0.4
Subtotal Program Specific Budget Drivers	\$9.6
Total of Budget Drivers	\$34.1
Total	\$965.0

WORKFORCE INVESTMENTS AND COUNTYWIDE BUDGET DRIVERS

COMPENSATION & BENEFITS

COMPENSATION

The Travis County Commissioners Court prioritizes its employees in recognition that they execute the County’s Mission, Vision, and Strategic Goal Statements. Travis County has a compensation philosophy that emphasizes the importance of recruitment, motivation, and retention of quality employees that can provide exemplary service for the residents of Travis County. This goal is achieved by using a total compensation system that is fair, flexible, and market competitive. While compensation encompasses much more than direct wages, the guidelines will address funding for potential salary increases. The following table summarizes employee salary standard compensation increases since FY 2021.

Table 7
History of Employee Compensation

<i>Employee Type</i>	<i>FY 2021</i>	<i>FY 2022</i>	<i>FY 2023</i>	<i>FY 2024</i>
Classified (Standard Increases)	2.0% across the board increase ¹	3.5% across the board increase ²	5.0% across the board increase ³	4.0% across the board increase ⁴
Classified (Other)	-	2 nd year of Benchmark Study	-3 rd year of Benchmark -\$20 County Minimum Wage & Compression -Pay scale Adjustments	-\$20.80/hr. County Minimum Wage -Market Salary Survey for Purchasing Office



Peace Officer Pay Scale (POPS)	One Step Increase	-One Step Increase -Scale Adjustment -Market Salary Survey for Law Enforcement	-One Step Increase -Market Salary Survey for Entry Level Law Enforcement and Corrections	-One Step Increase -Market Salary Survey for Entry Level Law Enforcement and Corrections
All Eligible Employees (Other)	-	-	-Shift Differential Increase from \$0.65/hr. to \$1.00/hr.	-Bilingual Pay -Shift Differential Increase from \$1.00/hr. to \$1.25/hr.

¹Ongoing salary increase for regular classified employees who were hired as of March 31, 2020.

²Ongoing salary increase for regular classified employees who were hired as of March 31, 2021.

³Ongoing salary increase for regular classified employees who were hired as of March 31, 2022.

⁴Ongoing salary increase for regular classified employees who were hired as of September 30, 2023.

Classified Employees: The Commissioners Court has charged the Compensation Committee with making recommendations to the Commissioners Court about compensation-related matters for the upcoming fiscal year. Per County Code §114.043, each year during January, the Chair of the Compensation Committee reconvenes the Compensation Committee and then reports their recommendation to the Commissioners Court. The Compensation Committee will present its priorities to the Commissioners Court at approximately the same time as the approval of the Guidelines.

The Human Resources Department (HRMD) has been working on the Classified Compensation Study with Segal Consulting. Further discussions regarding the Segal Group’s assessment will continue into FY 2025 and a timeline for implementation will be developed starting as part of the FY 2025 budget.

Peace Officer Pay Scale (POPS) Employees: These employees are on a step scale with progression through the scale based on steady, incremental movements from one step to the next in years when this type of increase is approved by Commissioners Court. In FY 2020, the Commissioners Court directed staff to complete a review of the structure of the pay scale and a review of market considerations.

The POPS Working Group continues to meet and has identified additional POPS compensation issues that need further ongoing study and analysis. Identified issues include further benchmarking against local jurisdiction’s pay amounts to remain competitive, rates and eligibility for shift differential pay, reviewing amounts for specialty pay for certifications, emergency and holiday pay, and others. Planning parameters for FY 2025 continue a step increase for eligible POPS employees on their anniversary date. The cost of additional recommendations from the POPS Working Group will be further refined with feedback from the Commissioners Court in the FY 2025 budget process.

Elected Officials: Funding for Elected Officials will require additional direction from the Commissioners Court regarding any proposed salary changes for FY 2025. For planning purposes, the cost drivers include an increase consistent with planning figures for other employee groups.

FY 2026–2028 Considerations: As noted above, the Commissioners Court will be asked to consider an implementation plan for the Segal Study. Such a plan may span more than one fiscal year and could impact the FY 2026 budget process as well. Employee compensation has historically been the County’s largest budget consideration. PBO includes compensation in this list at the urging of the Commissioners Court to account for these expenses as early in the budget process as possible. The Commissioners Court has a clear commitment to its workforce and ensuring fair and



reasonable total compensation. This approach includes not only cash compensation, but also health insurance, life insurance, retirement annuity, vacation leave, sick leave, personal leave, free parking, holidays, elements of work/life balance (when comparable and measurable), and employee mobility.

HEALTH BENEFITS

Travis County began a self-insured health benefits plan in 2002. Under a self-insured program, the actual insurance claims made by employees are paid directly from County resources with an insurance carrier hired to administer claims processing (i.e., a third-party administrator). The benefits of being self-insured are flexibility with providing standards of care for employees and more control over increasing health premiums for the County. Despite this added control, a self-insured plan does not necessarily reduce exposure to overall health care increases. The Commissioners Court determines the plan funding and benefit structure on an annual basis based on recommendations from staff and the Employee Benefits Committee and after an employee public hearing.

Reliable cost estimates for benefits in the upcoming fiscal year will not be refined until the County’s benefit actuary presents estimates to the Employee Benefits Committee. However, it is important to provide an estimate for these guidelines and the best way to formulate this estimate is based on historic increases experienced by the County in recent years. A summary of the most recent five-year period is shown in the following table.

Table 8
Increases in County’s Rate Contribution to Employee Health Plan FY 2019 to FY 2024

<i>Fiscal Year</i>	<i>Original Actuary Estimate</i>	<i>Revised Increase after Plan Design Changes or Estimate Refinements</i>
2019	3.4%	0.0%
2020	3.1%	2.1%
2021	1.9%	0.0%
2022	2.2%	2.2%
2023	6.0%	4.0%
2024	2.0%	2.0%

The table above demonstrates that plan design changes, prepared early in the year by the Benefits Committee, generally assist in reducing the original anticipated impact. Such changes also further refine the plan to ensure that the long-term costs are more sustainable to the County and plan participants. For FY 2025, PBO recommends planning for an estimated 4.10 percent increase, based on the prior 10-yr annual growth rate and actual claims experience from FY 2023 and first three months of FY 2024, to the County’s health plan contributions that also factors in projected new retirees added to the plan during FY 2024.

FY 2026 - FY 2028 Considerations: HRMD, the benefits consultant, and the Employee Benefits Committee will continue to work to improve the plan to provide better health care coverage and control costs. A strategic plan for maintaining a comprehensive benefit plan for County employees, retirees, and covered dependents will be developed that considers long-term cost increases as well as the overall stability of the plans.

RETIREMENT

Travis County is one of the more than 735 employers that participate in the Texas County and District Retirement System (TCDRS). The County has a defined benefit plan that is savings based. That is, retirement benefits are based on how much an individual retiree saved during his or her active employment and the employer’s matching rate of 225 percent at retirement.



As members of TCDRS, Travis County contributes to the retirement system at actuarially determined rates. County employees contribute 7 percent of their salary (the highest allowed by TCDRS) to the County retirement plan as set by Commissioners Court. The System’s goal is for 7.5 percent annual earnings to ensure that the required employer contributions remain steady, absent any other changes. When TCDRS has a year that investments fall below 7.5 percent, the loss is divided over a five-year period to reduce the impact, and individual member rates are adjusted to generate the additional revenue necessary to maintain benefits.

TCDRS notified Travis County that the County’s required contribution rate for FY 2024 was 17.60 percent of salaries. This was a rate decrease of 0.05 in the FY 2024 required rate as compared to the FY 2023 rate and would have generated savings of approximately \$0.2 million. Nevertheless, Travis County maintained its previous rate at 17.65 percent of salaries in the FY 2024; therefore, providing the \$0.2 million to TCDRS to reduce the impact of potential future rate increases based on current macroeconomic forecasts. An increase for retirement contributions based on the current plan is included in the FY 2025 Budget Guidelines and PBO expects an update from TCDR on the required rate for FY 2025 this May.

Table 9
County’s Retirement Rate Contribution History, FY 2018 – FY 2023

<i>Fiscal Year</i>	<i>Contribution Rate</i>	<i>Retiree COLA Awarded</i>	<i>Funded Ratio</i>	<i>Rate Increase</i>
2018	14.91%	-	86.31%	4.12%
2019	15.34%	50% CPI	86.98%	2.88%
2020	16.19%	-	85.66%	5.54%
2021	16.19%	-	86.50%	0.00%
2022	17.17%	-	84.30%	6.05%
2023	17.65%	3% (Flat Rate)	84.50%	2.80%
2024	17.65%	-	*	0.00%

* Data expected May 2024.

FY 2026 – FY 2028 Considerations: TCDRS gives employers various suggestions to keep rates stable, including adopting a rate higher than the required rate, adjusting plan benefits, and paying extra lump sums for cost-of-living adjustments (COLAs) when implementing. These suggestions and other tools should be given the same amount of review and consideration as the County gives compensation and health benefits, especially as the number of retirees grows over the next decade and given the potential for decreased investment return assumptions by TCDRS.

The County’s has an informal goal to work towards a funded ratio of 90 percent from its current percentage in the mid-80s. It will be important to continue strengthening the plan to ensure long-term financial sustainability of this important benefit.

INTERLOCAL AND OTHER AGREEMENTS

The County has interlocal agreements (ILAs) with the City of Austin and several other state and local partners to provide a variety of public services. These interlocal agreements include Public Health and Animal Control Services, Austin-Travis County Emergency Medical Services (ATCEMS), Combined Transportation, Emergency & Communications Center (CTECC), the Greater Austin-Travis County Regional Radio System (GATRRS), Hazardous Material Mitigation, and Transit Services. The current estimated costs related to interlocal agreements for FY 2025 total \$2,817,417. Additionally, the County also has an interlocal agreement with the City of Austin for central booking services provided



by the County. This interlocal represents \$9.9 million in revenue that is captured in our FY 2025 assumptions. It has been reported that the City is exploring a pilot project that could impact this agreement.

Through the Public Health Interlocal Agreement, the City of Austin Public Health Department provides epidemiology, vital records, environmental health services, disease surveillance, chronic disease and injury prevention, health promotion services, and social service contracts targeted specifically to subpopulations of the County experiencing an undue burden of morbidity and mortality throughout the City of Austin and Travis County. The Austin Public Health Interlocal agreement was approved in FY 2024 for a not-to-exceed amount of \$7,021,663. This amount was \$160,043 less than the prior year. The cost of all programs decreased due to a decrease in the percentage of Travis County residents calculated to be living outside the City of Austin by the City Demographer. The percentage is used to determine the County's share of the City's costs. The FY 2023 percentage was calculated to be 31.36 percent and the FY 2024 percentage was calculated to be 30.00 percent. The County again budgeted \$1,500,000 for Extraordinary Events, as per the agreement with the City to ensure resources are in place for such events requiring public health response.

The City of Austin Animal Services Department enforces regulations, provides shelter for lost or homeless animals, implements wildlife management strategies, and works to achieve live outcomes for sheltered pets under the Animal Control Services Interlocal Agreement. The Travis County portion of the Animal Control Services Interlocal Agreements is based on a cost-sharing formula driven by the percentage of Travis County residents in the unincorporated area. The FY 2024 total budget for the Animal Services Interlocal Agreement was \$3,368,147, or \$870,533 over the previous year. This increase was largely due to the addition of five staff, increased cost for food and other operating expenses, and a one-time increase of \$356,130 for additional mobile spay/neuter services.

The FY 2024 anticipated combined ongoing increase for these two agreements managed by Health and Human Services is currently estimated at \$508,000, which is a 6 percent increase over the prior year's total cost of these agreements. This is the average annual increase since 2017.

Travis County has two interlocal agreements related to ground Emergency Medical Service and Transportation in the County. Travis County contracts with the City of Austin (ATCEMS) to provide paramedic emergency ambulance services to Travis County excluding the City of Austin and the agreement is expected to increase by 10 percent or \$1,766,262 in FY 2025 in part due to anticipated higher costs associated with the labor agreement that took effect in October 2023 between the City of Austin and the Austin EMS Association. Further, the Travis County Commissioners Court agreed to help fund ground emergency medical service in the extraterritorial jurisdiction of the City of Pflugerville in FY 2022. This funding secures services for residents that could have not received emergency medical service in a timely manner if not for the County's participation. A total of \$25,294 is anticipated for this expense currently, a 3 percent increase over the prior year.

The Combined Transportation, Emergency & Communications Center (CTECC) and Greater Austin Travis County Regional Radio System (GATRRS) are cooperative agreements that benefit public safety and public service within the region by coordinating resources in the County as well as providing effective radio and wireless coverage for those assets across the region. These agreements are expected to increase by \$243,087 and \$217,274 respectively in FY 2025.

The Hazardous Materials (HAZMAT) Interlocal Agreement is a joint agreement between Travis County and the City of Austin to manage hazardous material removal throughout the County. This agreement is expected to increase by an estimated \$17,500. Through an ILA with Capital Metro, the County has a cost-sharing arrangement which is contingent on the County's inclusion in the Capital Metro regional Service Expansion Program and requires the County to complete a Transit Development Plan (TDP). Under this arrangement, the County has the opportunity to collect and leverage



additional Federal Transit Administration (FTA) funding for transit services partially or wholly within the unincorporated areas of the County. The current estimated increase to this cost-sharing agreement for FY 2025 is \$40,000.

FY 2026 – 2028 Considerations: Increases in future years will need to be carefully monitored considering revenue growth will be limited due to SB 2 (86th Legislature). Main cost drivers for these ILAs are similar to those of the County overall, including compensation and benefit costs, inflationary pressures, population growth and distribution, and increased operating expenses for things like hardware and software maintenance agreements.

WALLER CREEK TIF AGREEMENT & BALCONES CANYONLANDS PRESERVE

In 2008, Travis County entered into a 20-year agreement with the City of Austin for participation in the Waller Creek Tax Increment Finance Zone (TIF). As part of the agreement, Travis County contributes 50 percent of the property tax on the increase in value of real property in the reinvestment zone (tax increment). The tax increment is used to help repay the debt that was issued by the City to build the Waller Creek Tunnel. The tunnel project consisted of the construction of flood control improvements along lower Waller Creek that provide 100-year storm event flood protection with no out-of-bank roadway flooding for the lower Waller Creek watershed. The project reduced the width of the floodplain in the reinvestment zone area and was intended to significantly increase the amount of developable land area in the lower Waller Creek watershed. The FY 2024 Adopted Budget included an earmark against the Allocated Reserve of \$586,451 for the Waller Creek TIF payment because the value of real property within the reinvestment zone increased. The actual amount will be calculated in April 2024 per the agreement. The estimated amount for FY 2024 calculated in July 2023 is \$4,285,134. The FY 2025 County TIF contribution will not be finalized until certified values are received from the Travis Central Appraisal District and the County has an adopted tax rate. For planning purposes, an incremental increase in funding of \$500,000 based on historical annual increases is included in the FY 2025 planning parameters and similar to the estimated increase budgeted for FY 2024.

The Balcones Canyonlands Conservation Plan (BCP) is a regional Section 10(a) permit which was issued to Travis County and the City of Austin in 1996 by the U.S. Fish and Wildlife Service (USFWS) under the Endangered Species Act. The Balcones Canyonlands Preserve (BCP) within the Transportation and Natural Resources Department operates under this plan. The current budgeted annual transfer from the General Fund to the BCP Fund is \$19,880,147. The transfer has been frozen at this amount since FY 2021. Since that time, any additional calculated transfer amount has been set aside in the CAR Reserve and reserved for future work required by the agreement. In FY 2023, the interlocal agreement with the City of Austin was updated to no longer prescribe the calculation methodology or funding source for investments to the BCP.

FY 2026 – FY 2028 Considerations: The Waller Creek TIF, created in 2008, will conclude in 2028. These General Fund resources will be available for reallocation to address other priorities identified by the Commissioners Court.

Efforts continue to identify long-term strategies for the completion of BCP Plan requirements as well as appropriate protection and long-term maintenance of current BCP properties. Other efforts of note include the establishment of the BCP Visitor Center, and future land and karst acquisition in service of permit requirements. In November 2019, the Commissioners Court voted to extend the permit past 2026 and approved various administrative changes that City and County are carrying out in stages. The interlocal agreement between the City and County was updated in FY 2023, however additional administrative changes to update the Plan and associated documents are currently underway. PBO will continue to work with the Transportation and Natural Resources Department (TNR) on future planning efforts regarding the long-term maintenance of the Balcones Canyonlands Preserve. The Commissioners Court will be challenged to balance BCP conservation priorities with other conservation strategies given limited resources.



PROGRAM SPECIFIC BUDGET DRIVERS

GENERAL MAINTENANCE OF CURRENT EFFORT (MCE)

Every year there are various general Maintenance of Current Effort (MCE) budget requests that could require additional resources to maintain the County's current service levels. A select few MCEs related to mandated services and previous commitments are included in this document for the Commissioners Court awareness. During the budget process, all budget requests are analyzed carefully, and recommended amounts are determined after thorough review and discussions with impacted Offices and Departments. Planning figures for the FY 2025 cost drivers include \$3.5 million for general maintenance of current effort needs.

The passage of House Bill 718 mandates metal plates for temporary and dealer plates, significantly increasing the workload for Tax Office Department of Motor Vehicles. With only 160 out of 572 dealers on the webDEALER system, the county potentially faces an 853 percent increase in dealers needing inventory plates and anticipates 250,496 additional webDEALER transactions. The staffing costs to accommodate the requirements of House Bill 718 and handle the increased workload are significant. The Tax Office is currently projecting that as many as 10 FTEs could be needed for inventory control, back-row processing, and dealer contracting and related tasks. The planned staffing expansion would manage an anticipated increase in webDEALER transactions and dealer compliance responsibilities for the Tax Office. While PBO will analyze this request and provide recommendations in the FY 2025 Preliminary Budget, it is important to note this unfunded mandate in our planning parameters.

Maintaining property insurance coverage mitigates risk as Travis County manages approximately \$1.5 billion in property, equipment, and contents. Furthermore, aviation insurance coverage is a requirement for the County's STAR Flight operations and maintaining cybersecurity insurance is crucial in the mitigation of cybersecurity threats. PBO anticipates additional funding needs to maintain the current insurance coverage.

The increasing costs of facilities maintenance, including the cost of materials and labor, require that the County include additional ongoing funds in the Facilities Management Department's for anticipated expenses.

Every year, Travis County pays the Travis Central Appraisal District (TCAD) for property appraisal services. The cost of this service is based in part on the total budget for TCAD and the percentage of total property tax levies for each taxing entity within Travis County. For Tax Year 2024, school districts received State resources that allowed districts to lower their tax rates and property tax collections. This compression increased the percentage share that is paid to TCAD for their services for all jurisdictions, including Travis County. In addition, members of the Appraisal District Board will now be elected, instead of appointed, resulting in additional election costs. PBO projects that these combined factors will result in the need for additional resources totaling approximately \$1.4 million more than the FY 2024 Adopted Budget of \$3,956,100 for Travis County's payment to TCAD.

In Health and Human Services, indigent burial is a mandated service. The rates and demands for this service are expected to increase in FY 2025 and costs related to these increases are included for planning purposes.

Other anticipated expenses in FY 2025 include continued Emergency Medical Services STAR Flight helicopter maintenance.

FY 2026 – FY 2028 Considerations: These are items that allow Offices and departments to continue executing approved programs. Any increases are typically necessitated by factors such as property insurance premiums, election funding, increased contract costs, compensation policy changes, and legal or other requirements to maintain current operations.



TECH-RELATED MAINTENANCE OF CURRENT EFFORT (MCE)

Information Technology Services maintains a number of maintenance agreements for software and hardware used by County employees in the service of their business processes. These include Microsoft Office products, virtual private networking software, security software, among others. Each year, many of these contracts increase in cost or require additional fees as the subscription structures are adjusted by the vendors or the County needs to buy additional licenses. Several large-scale projects, including maintenance requirements related to the implementation of enterprise cameras for law enforcement officers of Travis County and onboarding the departments to the County's evidence management software also require ongoing maintenance funding.

Along with centrally budgeted software increases, some Departments fund their software directly out of their own budgets and are also likely to see cost escalations that should be accounted for early in the budget process as they are required costs to continue doing business. One such example is an application supported by an external vendor that provides a secure database for the Travis County Medical Examiner's Office and is used in many aspects of the Office's work, including autopsy reporting, billing, investigations, and toxicology. The contract requires an ongoing maintenance cost increase for FY 2025. There will also be a cost escalation for maintenance agreements with Tax Office vendors such as KnowInc (VR software), Data Projections, Aperta, Tableau, Cummins Allison, and LAVI (Queuing System). These escalations indicate rising operational costs associated with maintaining critical software and hardware, underscoring the necessity for budget adjustments to sustain these essential services. The FY 2025 planning figures related to technology maintenance, both centrally funded in ITS and those contracts funded directly in departments, totals \$2.9 million.

FY 2026 – FY 2028 Considerations: Many vendors are transitioning to software-as-a-service (SaaS) subscription models. These models often include annual cost escalations, either as the product is improved, payment structures are changed, or simply to account for inflation. The County should expect to continue to see this as an increasing maintenance cost year to year. Additionally, large-scale projects require additional resources to launch and then require ongoing resources to maintain as the County transitions its system to more updated tools.

JUSTICE INVESTMENTS

The County provides many legally mandated courts and justice functions. The FY 2025 planning figures related to indigent attorney fees, pretrial electronic monitoring, or justice-related issues for FY 2025 total \$2.8 million.

The Criminal Courts note that Capital Area Private Defender Service (CAPDS), which provides attorneys for indigent defendants in Travis County, has had to override their caseload limits due to a significant shortage of available attorneys and an increase of Felony 1 (Felony A) and Felony 2 and 3 (Felony B) cases and Spanish speaking defendants. In addition, the Public Defender's Office (PDO), which also provides attorneys for indigent defendants in Travis County, does not have the trained staffing, nor capacity to address the recent increase of Felony A and Felony B cases and cases with Spanish speaking defendants, nor the shortage of attorneys.

Due to the increases of Felony A and Felony B cases and Spanish speaking defendants, along with the shortage of available attorneys to appoint to these cases, the Criminal Courts are proposing to increase the hourly rate for Felony A cases from \$100/hour to \$155/hour and Felony B cases from \$90/hour to \$125/hour and to increase the supplemental language fee for cases with Spanish speaking defendants from \$20/hour to \$40/hour, anticipated to be effective Spring 2024. In addition, pursuant to the Texas Code of Criminal Procedure Article 26.05, and Texas Family Code section 107.015 and 51.10(i), the Civil fee rate for appointed Civil Attorneys is to be set in accordance with the schedule for appointed Criminal attorneys by the Criminal District Judges. This would result in an increase to the hourly rate Tier I cases from \$100/hr. to \$155/hr. and Tier II cases from \$90/hr. to \$125/hr.



For FY 2025, PBO projects this proposed hourly rate increase will cost up to additional \$2,500,000, with \$500,000 – \$1,000,000 projected to be needed by the Civil Courts and \$100,000 – \$1,500,000 projected to be needed by the Criminal Courts to implement these hourly rate increases.

In previous fiscal years, electronic monitoring expenditures in Pretrial Services experienced significant increases and expenditure shortfalls as the use of electronic monitoring expanded as a favored form of diversion. In addition, defendants are utilizing electronic monitoring devices for longer periods of time due to court proceeding delays related to the COVID-19 pandemic. A device contract update goes into effect March 2024 and may also have associated ongoing costs. PBO will continue to work with the Department to monitor trends in electronic monitoring use and costs, as well as identify internal resources and necessary transfers as needed.

In September of 2019, the Texas Indigent Defense Commission (TIDC) awarded Travis County a state grant totaling \$20.1 million over four years to fund a countywide Public Defender Office and for improvements to Capital Area Private Defender Services (CAPDS). The grant term began on April 1, 2020, and is scheduled to end March 31, 2024, with the County fully responsible for these programs at that point. Funding of \$3,419,381 was included in the FY 2024 Annualization Reserve that has been moved to the applicable departmental budgets to make sure the annualized funding is available for FY 2025.

FY 2026 – FY 2028 Considerations: As the justice system continues to address case backlogs, as well as current cases, in the post-pandemic era, PBO will work with departments to analyze future indigent defense and electronic monitoring expenditure trends and to budget resources appropriately. As the County assumes full funding of the Public Defender’s Office and related programs from the multiyear state grant ending March 31, 2024, future programming and goals will continue to be monitored. PBO will work with the Office in order to ensure high-quality holistic defense and support to those accused of criminal offenses.

PARKS AND NEW FACILITIES

New facilities, land acquisition parcels, and physical assets frequently require additional resources as the physical construction of the building is completed or the asset is purchased. The FY 2025 cost drivers include a planning estimate of \$350,000 for this purpose.

The County has acquired additional parkland as part of the 2023 voter authorization. This increased acreage will require additional maintenance and operating investments for Transportation and Natural Resources, including funding for security equipment, fencing, demolition, vegetation maintenance, patrols, and other asset management.

The new TCSO Evidence Warehouse is anticipated to be completed in FY 2025. The associated offices and departments expect there to be some additional operating expenses identified as the building begins to operate and funds have been reserved as a cost driver for that purpose.

IDENTIFIED BUDGET RELATED MATTERS NOT INCLUDED IN BUDGET DRIVERS

Many other issues may impact the development of the FY 2025 Preliminary Budget or may require advance preparations for an impact in future budget years. PBO will work with offices and departments to continue monitoring issues that may materialize and will keep the Commissioners Court apprised of any substantive changes. Potential issues include, but are not limited to:

- Staffing needs (additional or repurposed positions) to fully meet workload requirements at current service levels;
- On-going continuation of successful pilot programs;



- Projects and positions with expiring LFRF-funding, including SPWs that are no longer eligible for LFRF funding based on Treasury updated guidance;
- New unfunded/underfunded mandates;
- County response to natural disasters or other unforeseen events;
- Changes in assumptions that impact the calculation of the County’s property tax collection rate and resulting revenue;
- Other unexpected decreases in state or federal grant funds for established programs with proven results; and
- Additional investments in new programs or service enhancements.

In addition to the above examples of issues that could impact the FY 2025 budget, there are a variety of plans and studies that are underway that could impact this next year’s budget or future budgets. Table 9 below includes a selection of short-term projects, pilot programs, and longer-term planning efforts that are expected to lead to future budget requests.

Table 10
Additional Short-Term Projects and Planning Efforts

<i>Dept.</i>	<i>Program Name</i>	<i>FY Funded</i>	<i>Notes/Summary</i>
Short-term Projects and Pilots			
HHS	Jail-Based Intake	FY 2022	This program was originally funded in FY 2022 for one year, but did not launch until halfway through the fiscal year. It was funded for an additional year in FY 2023, and again received one-time funding in FY 2024.
HHS	Assertive Community Treatment Team	FY 2022	This program was originally funded for two years in FY 2022. This pilot was extended for an additional year of funding in FY 2024.
Auditor	Federal Funding Auditor	FY 2023	This project funds a Financial Auditor Analyst IV Special Project Worker to assist with the County’s COVID-19 cost recovery and documentation. This SPW has an end date of September 30, 2024.
County Attorney, County Clerk, District Clerk, Public Defender, Criminal Courts	ARPA Court	FY 2023	<p>This project was initially approved in FY 2023 through the Criminal Courts Backlog Action Plan grant from the State of Texas – Office of Court Administration through funds appropriated from the Federal American Rescue Plan Act (ARPA) to assist the Criminal Courts with the backlog of cases as a result of the COVID-19 pandemic for a grant term of October 1, 2022 – March 31, 2024.</p> <p>This grant totals \$841,707 and provides resources for contracted services and a total of 5.0 FTEs including a 1.0 Investigator in the County Attorney’s Office, a 1.0 Court Clerk II in the County Clerk’s Office, a 1.0 Court Clerk II in the District Clerk’s Office, a 1.0 Case Worker in the Public Defender’s Office, and a 1.0 Court Coordinator in the Criminal Courts.</p> <p>The FY 2024 Adopted Budget includes an Earmark against the Allocated Reserve to fund these positions as SPWs for the remainder of FY 2024 after grant funds have been fully</p>



<i>Dept.</i>	<i>Program Name</i>	<i>FY Funded</i>	<i>Notes/Summary</i>
			expended. These positions are authorized through FY 2025 to continue addressing the case backlog in the Criminal Courts as a result of an increase of unindicted cases and an increase of felony cases.
Other Studies and Plans in Progress			
ITS	Countywide Strategic Plan	FY 2022	The strategic planning process is ongoing. The Commissioners Court approved new strategic goals in FY 2023 and is moving forward with developing specific recommendations
ITS	Teleworking Plan, Phase I/II	FY 2021	Phase II of this project has concluded and resulted in a playbook of recommendations from the consultant. The Department is working to determine what next steps are necessary.
ITS	Broadband Gap Analysis	FY 2022	The Department completed a needs assessment and is currently working to produce a report with recommendations.
Purchasing	HUB Disparity Study	FY 2021	Study to examine the Purchasing Office's HUB program, assessing its constitutionality, and making recommendations for improvement. Four of eight recommended positions were added in the FY 2023 Adopted Budget. It is expected that the remaining four will be requested as part of the FY 2024 budget process.
TNR	Community Carbon Reduction Planning and Benchmarking	FY 2024	Funding to develop a community-wide Climate Action Plan, a wedge analysis to identify-high impact actions to achieve greenhouse gas emission reduction goals, and regular updating of the greenhouse gas inventory to track progress towards climate goals.
TCSO	Law Enforcement Staffing Study	FY 2019	Phase 4 of the LE Staffing Study was internally funded by TCSO in FY 2024. 7 recommended positions from the study remain which the Office intends to request for in FY 2025. The Office may also request funding in FY 2025 for a new Law Enforcement Staffing study as the County has continued to grow since the 2019 study was completed.
TCSO	Corrections Staffing Study	FY 2023	Earmark of \$150,000 to complete a Corrections Staffing Study with outside consultant to build framework for annual collaboration on needed Corrections staffing changes. The procurement process for the consultant is in the early phases at this time. Recommendations from the study are anticipated to be prepared in time for the FY 2025 budget process.

RESERVE LEVELS

Local governmental entities maintain reserves to help mitigate unforeseen risks and to provide a source of funding should additional resources be required during the fiscal year for essential services beyond departmental budgeted expenditures. Central reserves provide necessary fiscal resiliency for the entity, especially in times of uncertainty or changing economic conditions.

Travis County has four primary types of budgeted reserves: the Unallocated Reserve, the Allocated Reserve, General Purpose Reserves, and Special Purpose Reserves. These different categories of reserves help ensure Travis County's



fiscal strength and are memorialized in the County’s Reserve and Fund Balance Policy (last approved in 2019). Maintaining appropriate Unallocated and General Purpose Reserve levels is an important component of County financial policies and management practices. Special purpose reserves can also be used to set aside funding for future contractual obligations in instances where the final contractual requirement is determined after the adoption of the budget. Special purpose reserves provide the greatest flexibility for Commissioners Court oversight and input into the programs and expenditures supported by these reserved funds.

For FY 2025, the Unallocated Reserve will be recommended by PBO at the County’s Reserve and Fund Balance Policy goal of no less than 11 percent of the total budgeted operating expenses for the General Fund as defined in the Annual Comprehensive Financial Report. An Allocated Reserve totaling one percent of budgeted expenditures, excluding earmarks, will be targeted in FY 2025 and an appropriate Capital Acquisition Resources (CAR) Reserve based on staff recommendations in the Preliminary Budget will be continued in FY 2025. As in prior years, the FY 2024 CAR Reserve included a large earmark that is available for bond project shortfalls or future capital needs. The County’s ability to issue Certificates of Obligation (COs) has been diminished, and CO funding for some planned capital projects may no longer be feasible due to statutory changes from HB 1869. The CAR Reserve will be evaluated, and recommendations will be available as part of the FY 2025 Preliminary Budget

The Emergency Reserve serves as a buffer for the County against any potential softening of the economy. The reserve was \$17,000,000 in FY 2021 and FY 2022. The reserve was decreased to \$13,000,000 in FY 2023 due to spending incurred in FY 2022, mostly related to COVID 19. The FY 2024 Adopted Budget includes a \$12,000,000 Emergency Reserve. This reserve is evaluated every year to determine if this reserve should be reduced, maintained, or increased.

In addition, a Budget Stabilization Reserve was established in FY 2021 to provide cash on hand for potential revenue or expenditure challenges related to COVID-19. This reserve was continued in FY 2022, FY 2023, and FY 2024, albeit at a lower level. PBO will make recommendations concerning this reserve as part of the FY 2025 Preliminary Budget. This reserve is intended to be decreased over the next several years as the County emerges from the impact of the 2020 pandemic, taking into consideration future economic conditions.

Special Purpose Reserves will continue to be utilized as a mechanism to maintain funding for certain projects that are not executable at the time that the budget is adopted. Earmarks on the Allocated and Capital Acquisition Resources Reserves serve as signals to Commissioners Court that certain projects or initiatives may need additional resources after additional analysis or presentation to Commissioners Court for approval.

Finally, the FY 2024 Adopted Budget included a variety of earmarks that could materialize later in this fiscal year. Some of these earmarks represent one-time expenditures; however, there are some earmarks that could result in ongoing commitments by the Commissioners Court that will need to be budgeted for FY 2025 and beyond.

FIVE-YEAR FINANCIAL FORECAST

The annual five-year financial forecast for the County’s operating budget provides the Commissioners Court the opportunity to place the upcoming budget process within a longer financial timeline to allow for improved financial planning. The following five-year financial forecast is based on past budget and tax base growth and assumes the use of the voter approval rate over the forecast period. The assumptions underlying the projections were prepared in consultation with the Travis Central Appraisal District (TCAD) and the County Auditor’s Office. Forecast estimates reflect conservative growth assumptions based on current information and are intended to deliver a macro-level perspective. Information specific to the upcoming fiscal year will be refined as the FY 2025 budget process unfolds.

PROPERTY TAXES, EXEMPTIONS AND HISTORICAL PROPERTY TAX RATES



County government is funded primarily by property taxes. This source of funding represents approximately 86 percent of Travis County’s ongoing revenue. Texas counties not eligible to receive sales tax per statute which further stresses the importance of property taxes for Travis County. Nevertheless, the Travis County portion of the tax bill for a typical taxable homestead is approximately 16 percent of the overlapping total tax bill based on the FY 2024 Adopted Tax Rates for Travis County, Austin ISD, Austin Community College, Central Heath, and the City of Austin. Along with the tax rate set by local taxing jurisdictions and property values appraised at market value by TCAD, exemptions are an important component of calculating the annual tax liability for a property. Texas law allows a variety of partial or complete exemptions from local property taxes. Exemptions lower the taxable value of a property and its associated tax liability. A partial exemption removes a percentage or fixed dollar amount of the property’s value from taxation. An absolute or total exemption excludes the entire property from taxation. In most circumstances, exemptions require applications, which can be filed with TCAD. The general deadline for filing an exemption application is April 30. Specific information and exemption applications can be found at <https://traviscad.org/homesteadexemptions>.

The Commissioners Court has offered the maximum allowed Homestead Exemption of 20 percent to eligible Travis County households for decades. In addition, Travis County offers an optional 65 and Older/Disabled Homestead Exemption of \$124,000 for eligible homesteads, which was increased by \$14,000 starting in FY 2024 from the prior exemption amount of \$110,000. In past years, Travis County has carefully considered exemptions and has historically tried to increase the 65 and Older/Disabled exemption when it was able to do so. For FY 2025, PBO will work to analyze the potential impact to an increase to this exemption and bring back any recommendations in advance of the June 30, 2024 deadline for consideration.

A summary of major exemptions for FY 2024 offered by Travis County, Central Health, City of Austin, Austin ISD, and Austin Community College is shown on the next page.

Table 11
FY 2024 Homestead and Other Exemptions by Jurisdiction

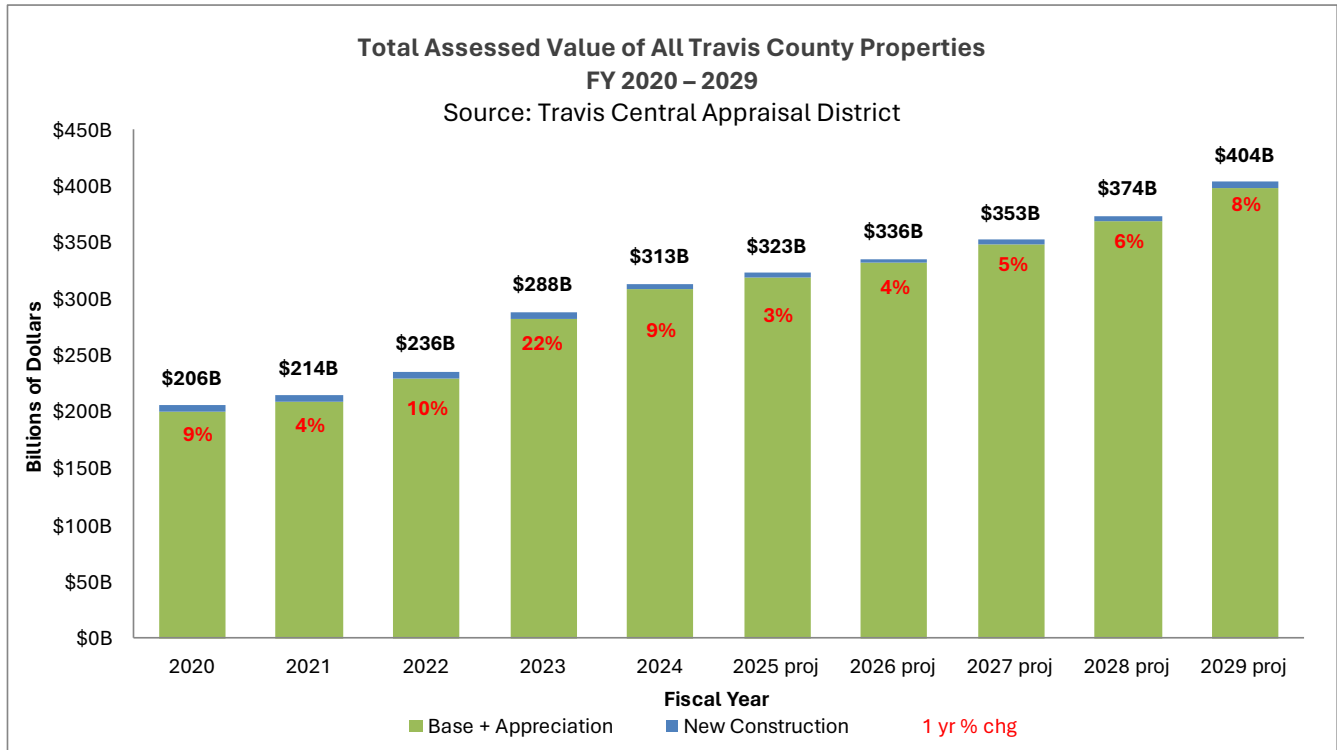
<i>Jurisdiction</i>	<i>Homestead Exemption</i>	<i>65 and Older Exemption</i>	<i>Disability Homestead Exemption</i>
Travis County	20%	\$124,000	\$124,000
	with minimum of \$5,000		
Central Health	20%	\$124,000	\$124,000
	with minimum of \$5,000		
City of Austin	20%	\$124,000	\$124,000
	with minimum of \$5,000		
Austin ISD*	\$100,000	\$35,000	\$25,000
Austin Community College*	1%	\$75,000	\$75,000
	with minimum of \$5,000		

*These jurisdictions have a tax ceiling that sets the upper limit dollar amount for property taxes for these jurisdictions based on the first year of eligibility of properties with a 65 and older homestead exemption or disabled homestead exemption.

The total taxable value for all Travis County properties increased from \$288.3 billion in the FY 2023 Adopted Budget to \$313.4 billion for the FY 2024 Adopted Budget (based on the certified values as of January 1, 2023), representing an increase of 8.7 percent. The certified value for FY 2024 included new property value of \$4.8 billion, which was lower than the previous four years. The chart below highlights property tax base growth over the last five years and estimates consistent but likely slower growth over the next five-year period.



The assumptions used in this analysis are based on conversations with the Travis Central Appraisal District. The 8.7 percent increase in taxable value that occurred for FY 2024 was significantly less than the 22.3 percent growth for FY 2023 that was a unique once-in-a-generation market change that is not sustainable. As such, taxable values are expected to stabilize and experience slower average growth in the near term, recognizing that there could be years where there is negative growth. The outlying years of the forecast include a return to the more consistent growth patterns experienced in the last several decades. The 30-year compounded growth rate for taxable value is 9.1 percent per year, which is slightly higher than the 8 percent 30-year compounded growth rate we have calculated for previous forecasts. The model uses a more modest growth rate in the earlier years of the forecast with maximum growth of 8 percent in the final year.



As noted above, the five-year financial forecast modeling scenarios include assumptions about the value of properties to be certified as of January 1, 2024, that will be used to begin preparations for the FY 2025 budget. The Chief Appraiser will provide a certified estimate of this information in July. The “year one” assumptions serve as the baseline for the estimated net taxable value for the five-year planning horizon. These preliminary estimates will change as new information becomes available. The table below outlines the major assumptions PBO used for the estimated tax rate and corresponding revenue at this early stage of the process. As noted previously, it is anticipated that there will be slower growth in the near term. This will likely also include lower values for new construction not previously included in the tax roll but is anticipated to slowly increase for the remainder of the forecast period.

Table 12
Travis County Tax Base Assumptions

Fiscal Year	New Construction Value	Net Taxable Value (NTV)	Total NTV Growth
FY 2024 Certified Estimate	\$4.8 billion	\$313.4 billion	8.71%
FY 2025 Projected	\$3.5 billion	\$322.8 billion	3.00%



<i>Fiscal Year</i>	<i>New Construction Value</i>	<i>Net Taxable Value (NTV)</i>	<i>Total NTV Growth</i>
FY 2026 Projected	\$3.5 billion	\$335.7 billion	4.00%
FY 2027 Projected	\$4.0 billion	\$352.5 billion	5.00%
FY 2028 Projected	\$4.5 billion	\$373.7 billion	6.00%
FY 2029 Projected	\$5.0 billion	\$403.6 billion	8.00%

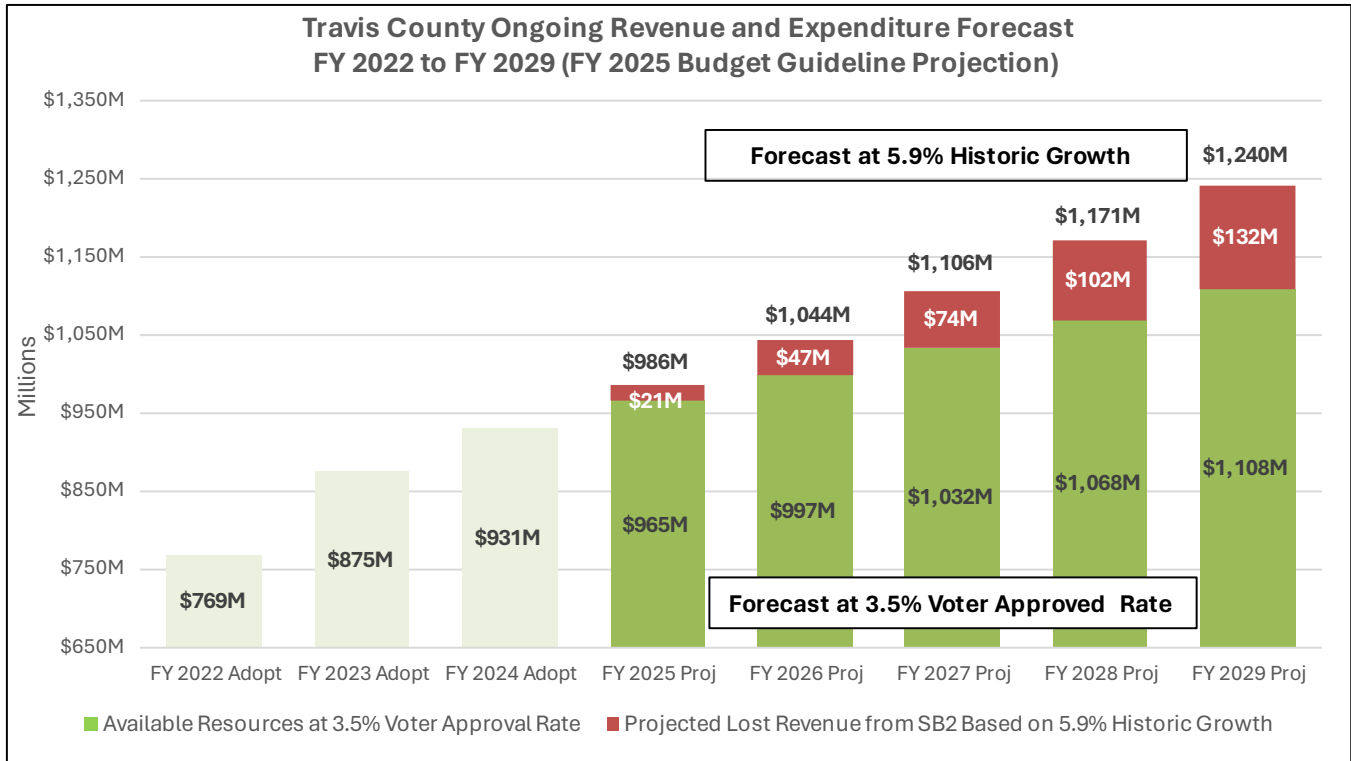
Texas Counties rely on property taxes to fund the maintenance and operations of county services and program, which are primarily mandated by the state. Travis County property tax rates have averaged 3.84 percent above the No New Revenue Maintenance and Operations (M&O) rate for the past 30 years. The rate over the past ten years has been slightly higher at 4.38 percent above the No New Revenue M&O rate. Both historical averages are approximately half of the previously allowed 8 percent “rollback” tax rate prior to SB 2.

SB 2 (86th Legislature) does not allow Commissioners to adopt a tax rate higher than 3.5 percent above the No New Revenue M&O rate plus required debt service without voter approval outside of specific eligible adjustments per statute. This combined restricted rate is now referred to as the Voter Approval Rate. Forecast models continue to project resource limitations at the Voter Approval Rate.

Budget growth at Travis County has been driven by a variety of factors rather than a single issue. Last year, our prior 10-year Compounded Annual Growth Rate (CAGR) for base budgets was 5.5 percent per year looking back from FY 2013 to FY 2023. The updated historical growth rate from FY 2014 to FY 2024 was slightly higher at 5.9 percent.

Based on current growth patterns, the Five-Year Forecast projects that there could be \$132 million less in General Fund revenue by FY 2029 comparing available resources under SB 2 to historical expenditure and revenue growth. The County will not experience a deficit over the forecast period as the County budget is statutorily required to be balance and any needed adjustments would be made on an annual basis to align with available resources. However, PBO believes it is important to show the Commissioners Court revenue projections that include the more limited growth for all ongoing revenue sources factoring in the constraints of SB 2 compared to our prior ten-year growth of 5.9 percent. The County will not have as much financial flexibility to respond to community needs as it once did. As previously stated, the budget will be balanced within available resources every fiscal year and the projected lost revenue shown in red merely represent resources that were previously available for county services prior to the implementation of SB 2 (86th Legislature).





BUDGET PREPARATION GUIDANCE FOR COUNTY OFFICES AND DEPARTMENTS

The key elements of the budget guidelines as outlined below are intended to help offices and departments in the preparation of FY 2025 budget submissions.

TARGET BUDGETS

Offices and departments are required to submit their budgets at the FY 2025 Target Budget Level. This Target Budget Level represents the FY 2024 Adopted Budget plus the annualized impact of any new increases approved during FY 2024, less any one-time expenses and other reductions related to pilot programs and programs that have been moved from ongoing to one-time, plus any needed corrections.

Offices and departments are provided a great degree of flexibility within their target budgets and are urged to collaborate with PBO to identify and implement any opportunities for savings and efficiencies.

MAINTAINING CURRENT SERVICE LEVELS

Target budgets provide offices and departments the flexibility to repurpose funds within their budgets to accomplish their highest priority goals. Executives and managers are expected to reprioritize within existing resources to maintain current service levels where required. Executives and managers are urged to focus on efficiencies, increased productivity, and simplification rather than on budget requests for additional resources.

New FTEs in the Preliminary Budget, other than those related to the budget drivers discussed earlier in this document, will be limited to those that are: 1) internally funded on a permanent basis for existing program needs; 2) supported by new revenue sources that have a proven track record and have been reviewed by the Auditor’s Office (and include the departmental indirect cost rate above direct costs to account for administrative support, space, and associated infrastructure costs); 3) required to operate new County facilities or parks or; 4) demonstrate an extraordinary and



compelling need. If sufficient County-owned or leased space cannot be identified and costs estimated for a proposed program or FTE increase, then PBO will not recommend such a program or FTE increase in the Preliminary Budget. The County is still assessing the implication of target goals for teleworking for applicable staff. Even if space is available, new FTEs in the FY 2025 Preliminary Budget are expected to be very limited. Offices and departments are responsible for working with Facilities Management to assess space needs related to any FY 2025 budget requests.

NON-COUNTY REQUESTS

As in prior years, non-county entities that plan to request new or additional funding in the County’s budget must coordinate such a request through the County department in charge of delivering the service. The request must be submitted to the relevant County department no later than **April 1, 2024**, so that it can be included in the department’s overall budget submission (due April 22).

Third party social service providers in the Human Services and Justice Planning issue areas are expected to work through the competitive solicitation process coordinated by the Travis County Purchasing Office.

County offices and departments are asked to advise their key stakeholders of the County’s budget process, schedule, and budget guidelines that provide the context for FY 2025 appropriations. Non-county organizations submitting a request through the appropriate County office or department will be included in their submission; however, due to the imposed revenue caps since 2019, will not be considered by PBO for the Preliminary Budget.

LFRF-FUNDED SPECIAL PROJECT WORKER POSITIONS

In November 2023, the Treasury issued an Obligation Interim Final Rule (IFR) to address LFRF recipients questions and comments regarding the definition of “obligation” as it pertains to the Treasury’s requirements that all LFRF funds be “obligated” by December 31, 2024. This IFR provided clarification on the definition and provided related guidance specifically regarding which personnel costs are allowable after the December 31, 2024, obligation deadline and until the expenditure deadline of December 31, 2026.

These new clarifications provide specific limitations on personnel expenses after the obligation deadline, allowing only those personnel directly involved in LFRF administrative work, such as reporting and compliance, single audit work, record retention and internal control requirements, property standards, environmental compliance requirements, and civil rights and nondiscrimination requirements, to be funded through LFRF resources after the December 31, 2024 obligation deadline.

Travis County has provided comments on this new Interim Final Rule and will work our consultant and relevant Departments and Offices that may be impacted by this clarification to determine which SPWs are eligible for extension until 2026 and which may need alternative funding sources to continue work. The Treasury has provided a deadline of April 30, 2024, to report on specific eligible personnel costs that will be funded through 2026, and PBO will bring forward an update on LFRF Special Project Workers and any funding recommendations to the Court before that date.

Based on these above timelines, PBO understands that some Departments may not know if their positions are eligible to continue LFRF-funding until late in the FY 2025 budget submission process. If necessary, PBO will accept late budget requests specific to these SPW positions and will analyze them as part of the broader FY 2025 budget process. PBO will work to notify Departments regarding the status of these SPWs as early as possible. Any positions that are recommended to continue with one-time General Fund resources in support of LFRF projects will need to be reviewed annually to determine if the positions continue to be needed.



UNSPENT BALANCES, ZERO-BASED LINE ITEMS, VACANCIES, AND SALARY SAVINGS

PBO annually reviews the last three years of unspent operating funds and considers whether it would be reasonable to reduce the budget without substantially affecting mandated service levels. The primary purpose of this review is to identify opportunities for repurposing these unspent funds.

Offices and departments will be asked to build selected line-item budgets from the ground up (“zero-based” budgeting), such as leases, maintenance contracts, other purchased services, consulting, and contributions to grants. Other commitment items such as travel and training may become subject to zero-based budgeting during budget development.

Each year, PBO reviews vacancy trends in all offices and departments. Based on these reviews, PBO may recommend adjustments to budgeted departmental salary savings. These recommendations do not impact offices and departments’ program delivery. In addition, PBO also reviews all positions that have been vacant for 120 days or more. Offices and departments with such vacancies are required to document the reason for the long-term vacancy as part of their budget submission to determine if those positions are still needed.

SPECIAL ONE-TIME FUNDING FOR SELECT NEW PROGRAMS

The Commissioners Court continues its support of innovative programs that can provide improved services, streamline business practices, and reduce costs. It is possible that there will be a very limited amount of one-time resources available to support such innovative programs. It is likely that any funding recommendations will be geared towards reducing jail detention populations and maintaining current state and federally funded programs that are shown to be meeting or exceeding performance metrics. Offices and departments must document in the budget request how the following criteria are met:

- The program addresses a critical, core Travis County issue that:
 - is not otherwise being addressed; or
 - is being addressed but is not realizing the desired results.
- A new program that has potential to duplicate or overlap with an existing program is clearly identified, and protocols that will isolate the impact of each program on performance outcomes are described.
- Commitment to include PBO Analyst in the implementation process throughout the pilot period (FY 2025, FY 2026, and FY 2027).
- Programmatic performance measures for innovative programs directly relate to the established departmental mission statement, goals, objectives, and performance measures.
- Performance measures have at least one outcome measure and focus on input, efficiency, and output measures.
- Performance measures are meaningful, valid, and can be independently verified.
- Commitment to take performance management training in consultation with PBO.
- Willingness to provide periodic status updates to PBO during the pilot period to refine goals and objectives and measures progress.
- Willingness to use special project workers if new staff is needed.
- A process is established for the periodic reporting of results that are connected to the County’s mission, vision, and strategic goal statements.



NON-PROPERTY TAX REVENUE

The importance of non-property tax revenue has increased, given the revenue caps proposed by the state legislature and budgetary impact of COVID-19. These non-property tax revenue sources comprise approximately 13.8 percent of the County's General Fund ongoing revenue in FY 2024. The majority of these revenue sources are fees within the justice system, which are set by statute. However, there is a smaller portion of fees that are set by the County. The budget process provides an opportunity for a review of County fees to evaluate the appropriate level of cost for each service.

As part of the FY 2021 budget process, PBO worked with the Auditor's Office and various County offices and departments to compile an overview of fees charged for services and facility use countywide. In addition, a new budget rule was added which requires departments to show what the necessary rate in a contract would need to be to ensure full cost recovery, to help Commissioners Court make an informed decision about whether to subsidize the cost to provide the service.

PBO will continue to review fees and revenue-generating contracts, looking at whether the amounts support the actual cost to the County of providing the services, and which have the potential to be increased due to cost increases for things such as compensation increases, operating cost increases, or inflation.

For each fee or contract, offices and departments will be asked to report the following information:

- Whether the department intends to increase the fee or contract as part of the FY 2025 budget process along justification, including estimated cost recovery, for any increase;
- If the fee or contract is to be increased, the proposed increase amount;
- How often the fee rate should be reviewed by County staff to ensure full cost recovery; and
- The state statute or other legal framework which establishes the fee and its rate.

The requested revenue information should be completed and returned as part of the budget submission. A comprehensive fee adjustment item will be presented to Commissioners Court in late summer for approval as part of the FY 2025 Adopted Budget. Given the implications of SB 2 (86th Legislature) and COVID-19 on local jurisdictions, the Commissioners Court limited the annual growth in contracts with these entities to no more than 15 percent as these contracts reach full cost recovery. PBO recommends the same approach for FY 2025, limiting an increase to no more than 15 percent, as applicable. Any new revenue generating contract should continue to be based on full cost recovery.

CALENDAR

The key dates below are subject to change based on the receipt of certified values by TCAD and related statute requirements. The calendar below assumes that Travis County will not consider a rate above the voter approval rate of 3.5 percent above the County's No New Revenue Maintenance and Operations Tax Rate. If the Court votes to hold a tax rate election, the Regular Commissioners Court meeting day to vote on the tax rate and to call the election is Tuesday, August 13, 2024 with the 78th day before the election being Monday, August 19, 2024.



KEY DATES FOR DEPARTMENTS AND OFFICES

Offices and departments are expected to submit their FY 2025 budget submissions by **Monday, April 22, 2024**. As stated above, this calendar assumes that an election for a tax rate above the voter approval tax rate will not be called for November 5, 2023.

Table 13
FY 2025 Budget Calendar

<i>Date</i>	<i>Event</i>
March 4 and March 7	Budget Kick Off Meetings (8:30am to 12:20pm)
April 1	Forms due to support departments (ITS, Radio forms, vehicles)
April 22	Budgets Due to PBO by 5:00pm
April – June	PBO review of County Budget Submissions
June 4	Employee Public Hearing, pending Commissioners Court approval
June	Departmental Meetings with PBO
Week of July 29	Preliminary Budget Published
August 12-16*	Potential Select Budget Hearings (If Requested by Commissioners Court)
September 5 and 6 (if needed)	Budget Mark-Up
September 17	FY 2025 Tax Rate Adopted
September 24	FY 2025 Budget Adopted

***Budget Hearing dates included in Commissioners Court calendar approved on January 9, 2024.**

Approved by Commissioners Court on February 27, 2024.

