

STATE OF TEXAS

COMMISSIONERS' COURT SPECIAL SESSION

MEETING MINUTES

COUNTY OF COLLIN

AUGUST 18, 19, 20 & 21, 2014

On Monday, August 18, 2014, Tuesday, August 19, 2014, Wednesday, August, 20, 2014 and Thursday, August 21, 2014, the Commissioners' Court of Collin County, Texas, met in a Budget Workshop Special Session in the Commissioners' Courtroom, Jack Hatchell Collin County Administration Building, 4th Floor, 2300 Bloomdale Road, City of McKinney, Texas, with the following members present, and participating, to wit:

Judge Keith Self

Commissioner Mark Reid, Precinct 1

Commissioner Cheryl Williams, Precinct 2

Commissioner Chris Hill, Precinct 3

Commissioner Duncan Webb, Precinct 4

1. Judge Self called to order the meeting of the Collin County Commissioners' Court Budget Workshop Special Session at 3:30 p.m.

2. Public Comments. There were no public comments.

**MONDAY, AUGUST 18, 2014 at 3:30 P.M.**

**1. Overview of Budget Workshop Agenda**

Monika Arris, Budget, came forward with an overview of the FY2015 Budget Workshop Agenda.

**2. Recommended Budget Overview**

a. General Fund

b. Road & Bridge

c. Health Care Trust

d. Collin county Toll Road Authority

e. Total Combined Budget

Highlights of the recommended budget: The current tax rate is \$0.23750. There has been no tax rate increase for 21 years, and the 5% homestead exemption has been in place for five years. The adjusted taxable value, certified by the Central Appraisal District, equates to a 9.2% growth over the 2013 tax year. The average home in Collin County for tax year 2014 is valued at \$257,767. With a total tax rate percentage of 11% and the homestead exemption, the average homeowner will pay \$581.59 in county taxes for the 2014 tax year. This is an increase of \$44.53 over last year which is an 8.3% increase.

Approximately 38 new positions have been requested for this year. They are two for Elections, IT requested three positions, one for the Medical Examiner, one for JP Precinct 3-1 and one for JP Precinct 3-2. The Tax Assessor has requested seven positions and another seven positions for Scofflaw. The District Attorney has requested ten positions and one part-time position converted to a full-time position. Facilities requested one position and the Sheriff's office requested two positions. Constable Precinct 3 has requested one position and Constable Precinct 4 has requested three positions.

Combined Budget Details are 1) one-time expenditures from FY2014 were eliminated for a reduction of \$25.0 million; 2) a \$15.2 million increase in FY2015 Department Improvements; 3) an increase of \$1.1 million in FY2015 New Positions; 4) a \$4.2 million increase in Debt Service; 5) an increase of \$1.6 million in Salary and Benefits; and 6) an increase of \$10.5 million in Non-Departmental Contingency.

Major recommended department improvements for FY2015 include an increase for Equipment Services Fleet Replacement, Permanent Improvement Projects, IT Access Control and Time Clock System replacement, HR Risk Liability Insurance, Sheriff's office radio project phase II and various projects across the county.

The County adopted 1802 positions in FY2013; currently 1799 are filled. There are 22 new positions in the recommended budget bringing the total authorized positions from 1799 to 1821 for an increase of \$1.4 million. This includes two positions in Elections Administration, three in IT, four full-time positions and one part-time to full-time in the District Attorney's office, two positions in the Sheriff's office and one position in the Constable Precinct 3 office. Included in non-departmental contingency are seven Tax Assessor Collector positions related to Scofflaw implementation.

The recommended budget also includes salary and benefit changes which include 2% for PFP (Pay for Performance), Comp/Ratio analysis that is in contingency while HR concludes research, and an increase in medical. The current cost per month per full-time employee is \$850 and this will increase to \$875. These salary and benefit increases total \$1.6 million.

General Fund for 2015 currently recommended is \$173.7 million which is a 2% increase over 2014. The estimated revenue for the General Fund is \$175 million. Road and Bridge estimated revenue and recommended expenditure budget is \$22.4 million. This is a 0.3% decrease from 2014 for their recommended budget.

The Operating Budget consists of the General Fund, the Road and Bridge Fund and the Permanent Improvement Fund. These three combined total \$198.6 million for the 2015 recommended budget which is a 2.0% increase over 2014. The Operating Fund estimated revenues and recommended budget is in line at \$198.6 million. The General Fund has an estimated revenue increase of 6%, Road and Bridge has an estimated increase of 3.3% and Permanent Improvement is at 0%. Permanent Improvement is at 0% because there are no tax dollars allocated for the fund. Currently it is intended to spend down the fund balance. While Permanent Improvement is only receiving investment earnings of \$12,000 there is a recommended budget of \$2.5 million which is a 29% increase.

Health Care trends are increasing for 2015 by 5.7%. Revenues are estimated at \$1.2 million with an expenditure budget of \$3.9 million. Commissioner Webb asked why the revenue is continuing to decline in this fund. Ms. Arris said there is not as much money in the fund to invest and there are rental vacancies that cannot be collected with the construction on the 900 building.

Other funds that help compile the total combined budget include grants, Special Revenue Funds which are fee based, Internal Service Funds, such as Medical Insurance, Community Supervision and Corrections Department which is state funded and fee based and Collin County Toll Road Authority. The total combined recommended budget for 2015 is \$287.4 million which is a 2.7% increase over 2014. Revenues versus expenditures for the total combined budget are \$286.6 million in revenues to \$287.4 million in expenditures. The difference is a \$777,000 use of reserves.

### **3. Items for Court Consideration**

- a. Health Care Grant Awards \$200,000
- b. Permanent Improvement Fund
- c. FY 2015 Furniture Refresh

Items for Court consideration: In 2015, 46 projects are recommended out of the Permanent Improvement Fund at the cost of \$2.5 million; 15 projects that Facilities can do in-house and 31 projects for the Construction & Projects Team. Projects include replacing the north side doors of the Administration Building with sliding doors and replacing the structural frame in the motor bracket in Tower 2 on the east side of the Central Plant.

The District Clerk's Office is looking to have lighting added or rearranged over mobile shelving in order to view evidence that is needed to be pulled, extending the work counters from 20 inches to 30 inches wide, and replacing solid wood public access doors that are required to remain closed due to fire restrictions with glass panel front doors.

The JP and Constable in Farmersville are looking to replace the carpet in their offices and Facilities has requested to replace the fire panel in Healthcare. In the Justice Center the duress receivers and transaction drawers will be replaced, combi ovens will be replaced with convection ovens, the cameras inside and outside the detention facility will be upgraded as well as an upgrade of the viewing monitors and main monitor controls. Carpet in the booking area and the carpet in the visitation areas of clusters 1, 3 and 5 on the inmate side will need upgrading. In Juvenile Detention the security system will be upgraded and all the control panels and monitors will be replaced, three proprietary control panels used with all the doors, intercoms and utility controls will be replaced, 36 detention doors will be replaced, cluster 4 exterior east wall will need to be replaced as well as a fire panel within the facility.

Minimum Security is looking to replace pod mirrors and a two-way mirror in the serving area of the kitchen. This also includes the replacement of the roof. The roof replacement was planned as part of the 2007 bond authorization; when that building was to be expanded, the roof would be replaced. At this time the expansion has been put on hold and those bonds have not been sold for the roof replacement. This is in the Permanent Improvement Fund giving the option to cash fund the replacement or sell the bonds when the road bonds are sold next summer and that portion could be sold for the roof replacement. The roof replacement will be \$1 million.

Myers Park has requested ambient lighting in the Wells Building. Juvenile Probation has requested an expansion of the break room in the 900 Building. Also in the 900 Building a secure front counter has been requested in the County Clerk's office. A design plan is needed for the IT Data Vault in the 920 Building before moving forward with all the features of the room.

Public Works has requested to remove and replace two of the in-ground automotive lifts. This includes one 10,000-pound lift and one 52,000-pound lift. The request was originally to replace all five lifts; the plan is to phase this in over the next three years. Two are recommended to be replaced in 2015, two in 2016 and the remaining one in 2017. Also requested by Public Works is the replacement of the Shop Service air compressor system, the installation of an air circulation system in the Service Center shop, the addition of a 40-foot storage container for the storage of vehicle equipment not being used at the time in order to stay out of the weather, the replacement and upgrade of the Service Center car wash, prewash bay and vacuum, and the replacement of driveway gates and additional manned gates on the east side driveway as well as the addition of required gates on the west side including a new manned gate. It is recommended the roof be replaced on the Public Works Building in Weston and to sand blast and paint the fuel tank for Public Works in Farmersville.

For the FY2015 Furniture Refresh the total recommended budget is \$1 million. This budget will cover the locations in Farmersville, Frisco, Weston, Wylie and McKinney. Furniture for the recommended areas will be specific for the nature of location and function. The refresh in Farmersville will be for the Public Works Satellite Site and Sub-Courthouse which includes the Constable and JP offices. In Frisco the Sub-Courthouse, which is the JP and Constable area, will be refreshed. The refresh in Weston will be in the Public Works Satellite Facility and the Sub-Courthouse in Wylie which also includes a JP and Constable area. The Animal Services Building in McKinney will be refreshed along with the Central Plant; Medical Examiner's office; Public Works Service Center; Juvenile Detention Facility; the Juvenile Alternative Education Facility, which includes Development Services, Engineering and the Fire Marshal; the McDonald Street Plaza Facility and employee areas of Myers Park. (Time: 3:53 p.m.)

Judge Self asked for comments on the recommendations. Commissioner Webb questioned the request of automatic sliding doors for the north entrance of the Administration Building in relation to the security audit. The concern is when an employee scans their badge to enter the building before or after hours, often more than one employee enters under the one badge scan. The recommendation from the security audit is for one employee to enter per one badge scan. The Commissioner felt this could make the security recommendation harder to enforce by installing automatic sliding doors. He also believes sliding doors will be expensive to maintain due to excessive wear. Judge Self stated he initiated this request because: 1) the carpet in the vestibule smells when it is wet; 2) the doors are the busiest doors in the county; 3) disability access is needed even though it is not required; and 4) the doors are a maintenance nightmare. The Judge said a design change is needed. Bill Burke, Director of Building Projects, joined the discussion stating the security problem has to be eliminated any time you move towards automatic doors. Automatic doors are programmed to stay open for a set period of time which will lead to multiple walkthroughs.

A lengthy discussion followed regarding the current issues and new options for the north side doors. Current issues with the north side doors include: 1) security issues with badge reader before and after hours; 2) handicap accessibility, even though not required; 3) crash bars malfunctioning during business hours; 4) doors blowing and staying open on windy days as well as being hard to open on those days; and 5) carpet getting wet during inclement weather causing it to smell. Some of these same issues have been mentioned for the west side doors as well. Options that were suggested for the doors include: 1) relocating the badge reader from the north doors to the west doors on the lower level and in its place install a handicap accessible button that is only operational during business hours; 2) relocate the badge reader to the west doors and simply lock the north doors except during business hours; 3) installation of canopies consistent with the building on both the north and west doors; and 4) leave exterior doors open and move badge reader to interior doors. Judge Self asked Mr. Burke to get pricing for flooring and door options for Wednesday's meeting. (Time: 4:10 p.m.)

Commissioner Webb was also concerned with the large expense of \$1 million for the furniture refresh at one time. The Commissioner was under the impression the refresh would be staged in phases with \$200,000 spent for each phase. Ms. Arris stated the refresh is staged with another large group occurring next year. While utilizing the \$800,000 in the FY14 budget for the 900-920 Buildings refresh it was determined, after walking and pricing the locations, an additional \$200,000 would be needed to complete the FY15 refresh. It is estimated that the FY16 refresh of the Sheriff's Office and Minimum Security Facility will be in the same range of \$800,000 - \$1 million. There was a brief discussion on staging the furniture refresh over a longer period of time beginning with furniture that is in the worst condition or possibly replacing only chairs this year. It was suggested that a furniture refresh policy similar to the computer and vehicle replacement policies be adopted. Questions that arose regarding a furniture refresh policy included: 1) what would be a reasonable time frame for replacement; 2) what amount should be invested to the fund every year; and 3) what would a policy mean as far as the lifespan of the furniture. A refresh policy would spread out costs and keep depreciated furniture moving out. Judge Self confirmed with Ms. Arris the furniture refresh is in the General Fund and requested pricing for the replacement of chairs in the recommended locations. (Time: 4:18 p.m.)

Commissioner Webb brought to the Court's attention Myers Park and the need for an additional air conditioned facility. If the County is going to keep the park, it needs to continue to invest in it. The park's income stream and activity level show they are reaching their ceiling in terms of what can be done in the facilities. To further utilize Myers Park the Commissioner would like the Court to consider beginning the process of an air conditioned building twice the size of The Landing building to continue to drive developing the park. Judge Self stated there are improvement projects that have not been funded for existing facilities of Myers Park. Judy Florence, Park Manager, joined the discussion and confirmed that the park has not received Permanent Improvement Projects in two years. The Judge agrees it is important to continue investing in the park but felt improvements to current structures should be done before adding another structure. Commissioner Webb said the addition of a second air conditioned structure and the parking associated with adding a structure would open Myers Park up for more use for large mass gatherings or even a county fair. (Time: 4:27 p.m.)

Judge Self asked if breaker boxes for Myers Park were recommended. Ms. Arris stated that project was not recommended because the previous project replacing the breaker boxes has been completed. This request was to change the breakers from 20-amp to 30-amp to eliminate the circuits from blowing due to multiple devices being plugged into one outlet by users. Mr. Burke said this change cannot be made due to code restrictions and would cause Facilities to have to take out everything that was just completed. The suggestion at the time of the walkthrough was to double the number of outlets. This can be done by adding additional subpanels to the breaker box or selectively adding additional outlets at the same amp level. Commissioner Reid stated if the ability is increased to plug more devices in, then circuit panels, breakers, conduit tubing, wiring and outlets will all have to be added to increase outlet capacity.

Commissioner Williams said that the ability to hold agricultural activities at the park is critical and this issue needs to be fixed. Due to the nature of Myers Park, it was the consensus of the Court to remedy the breaker issue correctly by adding the necessary capacity. This will be done in addition to the recent upgrade. (Time: 4:33 p.m.)

Commissioner Williams asked Ms. Florence for the revenues versus expenses for Myers Park. Ms. Florence stated the revenue projection for the end of the fiscal year is \$280,000 - \$285,000 and the total budget expenditures are \$627,000. Revenue is up 23% from last year. There is great opportunity in Myers Park to continue to grow and be a valuable gem to Collin County residents. Commissioner Reid commented Myers Park was a gift, it is a park and the County needs to continue to do what it can to support it. This may mean that the enhancement of facilities may be necessary.

Judge Self asked what would make Myers Park more usable. Ms. Florence stated a pull-down vinyl enclosure has been requested for the Pole Barn. The enclosure would allow the park to offer a second facility or a more secure facility for events if The Landing building is already rented. If wind or rain moves in, the vinyl enclosure can be pulled down so the party can continue. This type of enclosure is what is used for restaurant patios during inclement weather. Judge Self asked Ms. Florence to consider the Parks and Open Space bond projects to help fund projects. Ms. Florence said that two bond requests were submitted this year, two last year and two more for 2015. (Time: 4:42 p.m.)

Commissioner Reid asked to discuss why the fire suppression system in the Data Center for the courthouse was not recommended. Mr. Burke stated that the current system in place is a dry system that is part of the sprinkler system. The dry system is set to go off at a lower temperature to put out the fire before the wet system is activated. The budget request was for an FM-200 fire suppression system to be installed that uses a gas to extinguish a fire and is more people friendly. The Commissioner said he cannot imagine having a data center that uses a wet system that could destroy the equipment. Mr. Burke said city code requires a sprinkler system. The hope was to have a new system installed, in addition to what is currently in place, which can be set at a lower temperature to activate before the dry system. There was a brief discussion on the negative effect of the powder in the dry system to the equipment. The powder is said to be just as damaging to equipment as water as it would get into the microns and ruin it. (Time: 4:48 p.m.)

Commissioner Williams asked where in the Justice Center the carpet was to be replaced. Ms. Arris said the locations are the book-in area and the visitation area on the inmate side in the clusters. The Commissioner asked Sheriff Terry Box if a bare-polished concrete has been considered for those areas. Sheriff Box stated there are no sound panels in those areas so the lower grade carpet has been used as sound panels on the floor and some walls. The main area where people walk is tiled. Commissioner Webb asked if it would make sense to install sound panels and have concrete in those areas eliminating the need for carpet.

Commissioner Reid asked how long the current carpet has been in the book-in area. Sheriff Box said the carpet has been there for twenty-one years. Since acoustical panels are very expensive and since the carpet has lasted so long, Commissioner Reid suggested replacing the carpet. (Time: 4:52 p.m.)

Commissioner Williams would like to cash fund the roof project on the Minimum Security building now as opposed to selling bonds. Ms. Arris explained the roof is in Permanent Improvement in order to give the Court the option to do so. (Time: 4:53 p.m.)

Judge Self asked Caren Skipworth, CIO, to explain the Google project and prioritize the IT budget requests. Ms. Skipworth stated Priority 1 is the IT Access Control and Time Clock System replacement due to the recent security audit. The \$850,000 recommended is for the time clock system only. There was not an estimate for the badge access system included in the budget request because it was not known at that time if the security audit would require it to be addressed. Research has now been done and it has been determined that an additional \$1.4 million will need to be added to the budget to replace the current system. The current badges are not encrypted, therefore, the badges can be easily replicated. IT would like to be able to encrypt badges and upgrade the system to newer technology. Ms. Skipworth said she is hoping to be able to leverage the door locks and the cabling systems that are in place. This will bring the system up to the digital or IP technology versus the old analog technology. Because this system is being recommended, the time clocks on the walls will be replaced which also requires the time access system to be replaced. The total cost to replace the systems is \$2.3 million.

Priority 2 is the IT Security Audit Team for \$336,073. This is the staffing required to manage security on a daily basis for the County, mainly virtual and cyber security.

Priority 3 would be the IT Records Image Archive Solution at \$350,000. This request goes along with the in-house imaging and outsourcing of Laserfiche. Documents that are currently stored in the Records Center are being imaged and digitized in-house and through outsourced companies. The request will provide the growth to store those images. Without the growth the imaging will have to stop. Ms. Skipworth stated there was an additional request of \$350,000 for disk capacity storage that is needed to backup images for recovery that was not put on the approved budget. This was because it was believed to be a duplicate of the archive solution. It is not a duplicate and Ms. Skipworth requested it be added to the recommended budget. Commissioner Webb asked if this could be held off a year. Ms. Skipworth said it could be held off a year but imaging will stop and documents would sit on the shelf. Growth shows the image storage will be at 35 terabytes; over the last three years imaging has grown by 200%. Ms. Arris said since both requests deal with document preservation, they both can be put in the County's Document Preservation Fund which collects a fee for use. Ms. Skipworth reiterated one request is for imaging of new documents and the second request is the backing up of those images.



Judge Self confirmed with the Court that the \$350,000 for IT Records Image Archive Solution will be taken out of the recommended budget and put into the Document Preservation Fund along with the second \$350,000 for back-up image storage that was not on the recommended budget.

Because Priority 3 was moved the next item is now Priority 3. The new Priority 3 would be the \$260,000 for the Telecom End of Line Switch and Router Replacements. This request is to stay compliant with the Criminal Justice Information Service and Odyssey.

Priority 4 is the IT Google Project for \$275,000. This is the new way of technology as everyone uses Google today. Instead of Collin County becoming a big data warehouse that collects, stores and backs up data doubling costs, the County would use the technology of a Google appliance. This is an actual piece of hardware that reaches out, hits a database and searches it instead of bringing all the information in and storing it. The appliance would be set in Collin County so that IT can control the security of it. This is what Google does. They do not have a large warehouse. Google uses appliances to go out and hit databases located internally or externally with a secure connection. In this case an example of a secure external database would be law firms of the agencies we use. Ms. Skipworth stated that she and Kelley Stone, Homeland Security, met with city police departments and IT people within Collin County to look at using this appliance. This appliance is getting popular because it eliminates the cost of storing a massive amount of data like the data collected for Homeland Security (HLS). This could be a good prospective for Scofflaw so the County could reach out and touch the city databases rather than gathering all the city Scofflaw data. The Google appliance could also be a good solution in not converting old county data that is on old systems. The appliance could reach and search the old system and "Google search" it.

Commissioner Webb would like assurance the Google system will work for the County and actually save money. Ms. Skipworth gave an example of an area that would benefit from the Google appliance. There is a budget request by the District Clerk to convert data off of the AS400 system. With this appliance the conversion would not have to be done eliminating the cost of converting the data to a new system. Originally the request for the Google appliance was from HLS because of the massive amounts of data pulled from 178 databases nightly. Instead of downloading, housing and mapping the data, the Google appliance would again reach out and search those 178 databases. This project began with HLS but is not limited to that one department. It can be used for the District Clerk and County Clerk records as well.

Ms. Skipworth explained to the Court how the appliance will work. The appliance is a physical piece of hardware that will be installed into the County's network. It is licensed to search by number of records or number of instruments and is bought based on volume. This unit is sized to handle the volume the County will need. It will be considered a private Google appliance to Collin County controlled by security roles and rights accessed through IT and HLS. There will be access through both intranet and internet for the County as well as external agencies such as police departments. Search access will be based on a credential system.

If an agency has the necessary credentials to access records, they will be able to search records which could include documents, videos, photographs, demographics and mapping information. If they do not have the necessary credentials, they will not be able to reach those records. The entities the County uses are engaged from an HLS standpoint. They know how the appliance works, have seen a demo and are willing to move in this direction.

Referring back to the AS400 system used by the District Clerk, Commissioner Williams asked how the appliance will work if the idea is to move away from using the AS400 system. Ms. Skipworth said the database on AS400 is called DB2 which is an old data structure. That data can be converted to the newest SQL database and the Google application could search it. Once that data is moved from the AS400, that system can be eliminated. This data will be stored by the County based on retention guidelines; the only change will be to the data.

Ms. Skipworth stated the appliance cost is a one-time expenditure of \$275,000 with a yearly maintenance cost that is roughly 20% of the total price of the equipment. This Google appliance should last the County three years before looking at an upgrade due to growth. The Court would like to see cost savings by implementing the Google appliance and information on what this would mean for record retention. (Time: 5:20 p.m.)

At 5:21 p.m. Judge Self recessed the meeting of the Commissioners' Court Budget Workshop Special Session until 9:00 a.m. on Tuesday, August 19, 2014.

## **TUESDAY, AUGUST 19, 2014 at 9:00 A.M.**

Judge Self reconvened the meeting of the Collin County Commissioners' Court Budget Workshop Special Session at 9:00 a.m. on Tuesday, August 19, 2014.

Ms. Arris said the first items for the Court's consideration would be presentations from outside agencies.

### **d. Outside Agency Budgets**

#### **1. Child Protective Services**

Bruce Kendrick, Chairman of the CPS Board, came forward with Katherine Howard, CPS Program Director. Mr. Kendrick explained this year's request would be the same as last year. The only change would be moving \$2,000 from the Education and Conference Fund to drug testing in the belief that there is an opportunity to protect more children with added drug testing of parents and care takers. On the non-profit side, they have added more funds into the Employee Education and Conference Fund to prioritize education for case workers and board appointees to make sure they are well educated on the needs and processes of the foster care system in general.

Ms. Howard explained the increased population in Collin County has resulted in an increase in child abuse and neglect. In 2013 CPS had 4,413 referrals for abuse and neglect; 3,602 of these referrals were assigned to investigators and 214 children were removed from their homes. This is an increase of 14 children from the previous year with two months to go in the fiscal year. Conservatorship staff, which are the legal units that receive the cases after the children have been removed, is stretched thin and has gone from three units to two. These caseworkers go to court, monitor visits with parents, visit foster children in placement, set up services, write service plans, attend meetings, transport children and maintain records. There is very little time spent with the children and families. The Child Welfare Board pays for drug tests for clients and some children have tested positive for methamphetamines. This would have gone undetected without the drug testing money. The Board provides clothing for foster children, computers for foster children graduating high school and going on to college and training for caseworkers. The continued support of the Child Welfare Board by the citizens of Collin County through Commissioners' Court is immeasurable.

Judge Self asked about state funding for the last few years. Ms. Howard explained state funding has increased adding two units of investigators but a conservatorship or legal unit was lost due to state funding. The state funding has increased on the investigation side because numbers are so high. With 14 new investigators more children have been removed. This puts more pressure on the legal and in-home units. There are two in-home units and these work directly with the children in the home. There are not enough foster homes in Collin County so these caseworkers have to drive all over the region which consists of 19 counties.

Every month 250 kids from other counties are being placed in Collin County. Eighty percent of children are placed in a foster home within their region, but only thirty percent are placed within their county. The state is in the process of foster care redesign to keep kids in their own county but this requires many more foster homes.

Commissioner Webb asked how much of the budget is coming from Collin County to support children being placed in our county from another county. Mr. Kendrick said the county that the child originates from supports the child. We are obligated to support our children placed outside of Collin County and this adds expenses for case workers in travel time. Ms. Howard said the District Courts, judges and District Attorney's office are also getting overloaded because of the increase in the number of children being placed in foster care.

Case workers are maintaining a 1 to 40 case ratio compared to 1 to 21 in 2009. This causes delayed outcomes and staff turnover. For a caseworker to do a substantial job the ratio should be 1 to 20 which is recommended by the Child Welfare League of America.

One item for the Court's consideration for next year would be to reinvest the savings that CASA (Court Appointed Special Advocates) brings in through the guardian ad litem program. This saves the County almost \$3 million a year by providing a guardian ad litem to every child in CPS care in the county. Thirty percent of that \$3 million would help to decrease caseloads and substantially impact our county's ability to protect its children.

Judge Self said they are asking for the county to take over for state funding and this would need to be put on the legislative agenda for the County. We need a legislative strategy and to determine the right way to go about advocating for these funds with DFPS (Department of Family and Protective Services). (Time: 9:23 a.m.)

## **2. Libraries Assistance**

Jeff Timbs, Director of the Allen Public Library, was present representing the public libraries of Collin County. Mr. Timbs presented their funding formula and overall request of \$226,365 in funding. This is a slight increase from last year due to COG's (Council of Government) estimated population increase. On behalf of all the libraries, they are very happy to serve their fellow citizens of Collin County, to encourage reading and learning and to provide access to computers, technology and resources for career and business information.

Trisha Dowell, Director of Rike Memorial Library in Farmersville, was present representing one of the smallest libraries in Collin County. The County's support allows the library to provide more materials and services and to improve current services for the community. For many people in the area, the library is the closest access point to public accessible computers, high-speed internet, Wi-Fi and printing capabilities. Farmersville has the largest citizen card holder percentage.

Leslie Scott, Director of the Prosper Community Library, was also present. Ms. Scott said with the huge growth in both North Texas and Prosper come issues and expectations. New residents in Prosper are coming from all over the country and have expectations for services and programs and this grant is crucial. This summer was Prosper's first ever summer reading program. In eight weeks, the library went from zero programming to 461 children and 320 adults participating in summer programs. Prosper currently shares the library with the school and is in the process of looking to move outside of that. This grant represents approximately 20% of their budget.

Commissioner Hill referenced a letter from Beth Scudder, Director of the McKinney Public Library, stating that a minimum funding level for libraries per capita must be maintained in order to achieve accreditation from the Texas State Library. The Commissioner asked what the accreditation means to citizens. Mr. Timbs explained the Texas State Library and Archive Commission provides support financially. Resources to public libraries and access to those resources requires accreditation.

The number of residents that live outside of the cities but within the county is 42,630 according to COG (Council of Governments). The County is being asked to fund \$5.31 per capita for the unincorporated population of the County. The funding provided by the County is split in half with one half being divided among the eight libraries in the program and the other half being proportional to the cities' populations. These libraries must be accredited to receive these funds. Commissioner Webb asked what the \$45,000 in County funding represents to the Allen Library. Mr. Timbs said it's about 2% of the budget and the same for the McKinney Library. For the smaller libraries it represents between 10% and 20%. That 2% is important since direct aid from the state was discontinued three years ago. The funds are used for books, staffing, technology upgrades, etc. Mr. Timbs expressed appreciation to the County for consistently stepping up and providing that support. (Time: 9:51 a.m.)

### **3. LifePath Systems**

Dr. Randy Routon, CEO of LifePath Systems, stated that the request for FY2015 did not increase. The County's support does three things for LifePath Systems: 1) the funds are focused on areas that the state does not provide where they can intervene and prevent the need for a higher level of service like a hospital emergency room or jail on both the IDD (Intellectual and Developmental Disability) and behavioral health side; 2) it helps meet the required match for state dollars and it documents the county's participation in providing for individuals who are indigent and have mental health or mental retardation issues; 3) County dollars help match 1115 funds for the Healthcare Transformation Fund. In total the County's participation is about 4% of the total budget.

Current projects include expanding the behavioral health clinics clientele by 50%; adding specialty care clinics for people with IDD and those that need psychiatric services; integrating behavioral health and primary care because numbers show that people with serious mental illness die 20 years earlier than their peers often due to lack of primary care; and mental health awareness for the community.

Workforce issues are a current problem with a lack of psychiatrists as well as physical and speech therapists. As the programs grow, space is becoming another issue. Commissioner Williams commended Dr. Routon on doing an outstanding job of making use of the 1115 waiver. (Time: 9:58 a.m.)

### **e. Elected Officials/Department Heads who wish to address the Court**

#### **1. Stacey Kemp, County Clerk**

Ms. Kemp came forward to talk about the \$8 million request for a new land system. In June of this year Ms. Kemp learned that American Cadastre (AmCad), who provides the current land system, had filed for Chapter 7 bankruptcy. There are 14 counties in Texas that use this product and will need to go out for an RFP (Request for Price). Judge Self said it may be a re-organization and perhaps they would continue to support the product. Ms. Kemp spoke with a few companies that could acquire AmCad and they said they would shelve this product and put their product in place.

There was a brief discussion regarding purchasing the use of the source code for \$800 per year. Judge Self asked Caren Skipworth, CIO, what the source code would do. Ms. Skipworth explained it would provide access to the actual applications so if there were any state-mandated changes we could change the program. Ms. Skipworth believes we would have access to the source code, but it would not be given to the County.

Commissioner Webb said the letter from AmCad seems to imply that they are trying to merge with another company and pay their creditors using resources of the sale. The Commissioner is hesitant to go out for an RFP until it is known what AmCad is going to do. The Commissioner does not want to spend \$8 million only to find out AmCad is sold to another vendor who continues to support the program. If they shelve it, that would be a problem.

Judge Self said the letter seems positive. Commissioner Webb would prefer to put the money in contingency so there isn't a budget issue if the program is not supported. Ms. Arris said the recommended budget already includes the \$8 million in contingency. Ms. Arris went on to say another option would be to hold off and do short term debt in technology. (Time: 10:07 a.m.)

## **2. Judge John Roach, 296<sup>th</sup> District Court**

Judge Roach came forward with Alyse Ferguson, Director of MHMC (Mental Health Managed Counsel). Ms. Ferguson is organizing a mental health symposium to bring community providers, law enforcement and the court system together. The primary reason for the symposium is the health services the community offers are somewhat fragmented and the jails seem to be the dumping ground. Ms. Ferguson would like Collin County to take the lead in sponsoring this and is asking the County to contribute \$5,000 to get it underway. The symposium is set for November 13, 2014, at Collin College. They are meeting with some providers about sponsorship and there will be educational credits for those who attend. Ms. Ferguson would like to keep the cost low for attendees because most of the agencies are non-profit.

Commissioner Williams said it sounds like a good idea especially if the outgrowth is similar to Dallas County's BHLT (Behavioral Health Leadership Team). They meet routinely and are very good at advocating at NTBHA (North Texas Behavioral Health Authority), with the legislature and the county for pilot programs. BHLT has had some significant impact. The Commissioner feels there is real value in having this type of group, particularly with law enforcement involved, on an ongoing basis because it has proved very effective for Dallas County in getting funding.

Commissioner Webb asked if Ms. Ferguson could see any correlation between this program and servicing and reducing the mental health population in Collin County. Ms. Ferguson does see a correlation and mentioned the recent Court's approval of a proposal to seek a grant through the Meadows Foundation. One of the components of this grant is money for I.D.s to help these people get services. They can't pick up a prescription or go to a homeless shelter without an I.D.

This is an easy fix and she has worked with the Sheriff's Office and DPS to create a form that serves as an I.D. that they will all accept. Now people can be moved through the system more quickly. The purpose of the symposium is to find resources and solutions to problems like this. This item was added to the add/delete list. (Time: 10:16 a.m.)

Judge Roach was present to advocate for the movement of funds for the Law Library. Pro se litigants are clogging the system and over the last three years pro se filings in Collin County are up 2000%. These are people unrepresented by counsel who are coming to court to seek relief. The problem is they are often unprepared or have not filled out the forms correctly and then go to the District Clerk's Office or the Law Librarian and ask for advice which they cannot give. The majority of the filings are for divorce.

Some counties have resolved this by having a Self-Help Center where an attorney is available at the Law Library to give legal advice and help to make sure the forms are completed correctly. The Law Library is asking to allocate funds that already exist in the Law Library Fund to hire a part-time attorney to begin a Self-Help Program in Collin County. Ms. Arris said there is a Law Library Fund with annual revenues between \$400,000 and \$500,000 with a projected fund balance for FY2015 of \$2.5 million.

Judge Roach went on to say families doing the pro se filings get the final orders but the visitation and support for their children are not adequate to enforce. Then there are single parents who are not getting support payments and visitation is not occurring because the orders are unenforceable. Judge Roach is looking at this as a pilot program starting with a part-time attorney to be re-evaluated midyear. The cost for this person is recommended to be \$65,000 per year which includes benefits, CLE (Continuing Legal Education) and malpractice insurance.

Commissioner Webb understands the pro se people are struggling but they have made a conscious choice to not hire an attorney. Judge Roach said the choice may be to hire an attorney or feed their family. If they are indigent, they are getting the free filing fees but they are still clogging the system. Andrea Thompson, District Clerk, suggested only indigent filers be able to use this service.

Judge Self asked if Legal Aid of Northwest Texas is an option. Judge Roach said it is an option but they don't take a lot of cases. Ms. Thompson said they can only represent one of the parties in a divorce which creates a problem. Diane Roberts, Law Librarian, came forward and explained there are several tiers of individuals that need assistance. Ms. Roberts met with Legal Aid and the Collin County Bar Association. The response was if the pro se filers are indigent, we can have a workshop and a member of the bar association will help review the forms. There are also attorneys who would unbundle their services for people who have some money but still want to file pro se. They can hire an attorney for a specific amount to get a specific service. That could be a review of the form or drafting the form. This will help with uncontested divorces.

This is a three-tiered system: those who are indigent, those with kids who are in agreement about the divorce but do not want to spend thousands on an attorney and those working with the bar association to get limited-scope representation. The bar association would conduct a workshop once a month to assist the indigent.

Commissioner Webb feels strongly that this is going to be competing with lawyers. Ms. Roberts said they are only asking for a workshop not representation. A lengthy discussion ensued. Judge Self asked the District Clerk and judges what they would like in the Law Library for the \$400,000 they are collecting in fees. Judge Roach will talk to some attorneys who may want to take on this responsibility as a part-time contract attorney and report back to the Court.

There was a brief conversation regarding screening to determine indigency. Ms. Thompson explained a pilot program from Tyler Technologies called Guide and File which will be free. This will help to make sure the forms are completed properly and electronically file the form as well. Commissioner Hill said this service would clearly benefit the taxpayers and would make pro se filings more efficient. It was decided the pilot stage will be for indigents only. (Time: 10:43 a.m.).

Judge Self recessed the meeting of the Commissioners' Court Budget Workshop Special Session at 10:43 a.m. The meeting was reconvened at 10:56 a.m.

### **3. Joe Wright, Constable, Precinct 4**

Constable Wright and Mike Missildine, Chief Deputy, came forward with a proposal for a Warrant Execution Program to execute and reduce the backload of current and future warrants. The plan would work alongside the third-party vendors currently being used by the offices of Judge Raleeh, Justice of the Peace, Precinct 1 and Judge Payton, Justice of the Peace, Precinct 3-2. Currently warrants are not being proactively served by any law enforcement agency and, as the warrants age, it becomes increasingly difficult to locate these people. Officers from other agencies are not required to arrest on these warrants. Current manpower is not sufficient to keep up with the warrants. Constable Wright's office and Judge Yarbrough, Justice of the Peace, Precinct 4, have been working together on a plan to effectively and efficiently execute warrants issued by the court.

Chief Deputy Missildine explained how the program would work. Judge Yarbrough will issue the warrants giving them 60 to 90 days to work these warrants using letters, phone calls and finally deputies going to people's homes. They are requesting two deputies to work the warrants and one legal clerk to process the incoming warrants. As of May 1, 2014, there are 16,559 active warrants in Precinct 4. From September 2013 through December 2013, deputies executed 181 warrants which totaled \$62,998. The average fee for a warrant is \$348.



The cost of the proposed program for the three positions would be \$185,524 per year which includes benefits. Human Resources said after the first year the positions would be contingent upon approval by Commissioners' Court. Two vehicles scheduled to be replaced from the Precinct 4 fleet would be retained and placed on the do-not-replace list. The two new deputies would use these vehicles. Maintenance and repair costs for the vehicles would be approximately \$5,000. If the program is successful and continues, then the vehicles would be taken off the do-not-replace list. Other necessary equipment would be procured from sources such as county surplus or the 1033 Program to lessen the financial cost to the county. Total approximate cost for the pilot year of the Warrant Program is \$195,524.

The program payoff and collections improvement could bring in approximately \$55,680 per month. The program would pay for itself. Deputy Constables have much more authority than third-party collections which would make people more inclined to pay the fines and fees. The benefits of the program would be the eventual reduction of unserved warrants and recovery of monies owed to the County. The program will show that Constables' offices are a viable option for efficient collection of fines and fees. Precinct 4 deputies will be providing a service that is already mandated by the State of Texas of serving civil process and warrants issued by the courts.

Judge Self said the 16,559 warrants represent approximately \$5.7 million. Bill Bilyeu, County Administrator, explained the program. Precinct 1 will use an outside collection agency; Precincts 3-1 and 3-2 will continue with their current program and Precinct 4 will use this program and a separate outside collection agency.

Chief Deputy Missildine explained the time frame on warrants. The constables would get the warrants from day 1 – 60. The warrant cannot go to a third party until it has been active for 121 days. Constable Wright said using two deputies is a safety precaution when dealing with felony warrants which occurs approximately 40% of the time. There is a list of officers who are ready, willing and experienced to hire on for the one-year pilot period. These people would know if the program is not successful, their positions would be eliminated. The sole responsibility of these deputies would be to work warrants. (Time: 11:18 a.m.)

#### **4. Dr. William Rohr, Medical Examiner**

Dr. Rohr is requesting a fifth Field Agent position. The function of this position is to receive deaths calls and decide which deceased individuals should be brought into the medical examiner's office for further examination. These employees are on call every fourth night and every fourth weekend. The remainder of their 40-hour work week is in the office. All field agents have Bachelor's degrees. All are or will be ABMDI (American Board of Medicolegal Death Investigators) certified. They also act as evidence technicians, morgue clerks, handle administrative duties and they attend meetings for homeland security. One field agent successfully wrote a grant for the office which received \$46,000. These are non-traditional functions of field agents.

A third field agent was added in 2001 with a caseload of 1,382. A fourth field agent was added in 2006 with caseload of 1,881. The FY2013 caseload is 3,319 and will be higher in FY2014. The effect on the office when it is understaffed is field agents are leaving the office early to go home and sleep which leaves minimal staff in the office during business hours. PTO is accruing to the point where some employees are forced to take time off or lose it. This compounds the problem of having inadequate staff during business hours. No agent can take off or miss work due to illness or unexpected occurrence without another being called in to work on a scheduled day off. Errors in the work product are increasing too.

It is not realistic to compare this office to other counties. No other office utilizes field agents as evidence technicians, morgue clerks and forensic photographers. Collin County utilizes field agents as jacks of all trades. Collin County does have the highest cases reported per investigator in Texas at 830 per investigator. The main reason is that being on call every fourth day is unhealthy. It will also reduce PTO and be a step towards shift work which is realistically needed now. Commissioner Reid asked if it would make sense to adjust the business model and incorporate other types of positions that other counties have to relieve the field agents to focus on their regular functions in the field. Dr. Rohr would rather not have more people to manage.

Commissioner Webb suggested eliminating 23% of the workload which relates to nursing homes since it is not a state requirement. Dr. Rohr said this is what the public expects and we would miss a tremendous amount of accidental deaths. Commissioner Webb asked Ms. Arris why this position wasn't recommended. Ms. Arris explained they were looking at alternate scheduling. Robert Laughon, Field Agent, said it doesn't matter how the shift is chopped up; if the office requires 24 hours of coverage with an ever increasing workload, more people are still required. Dr. Rohr wants staff in the office Monday through Friday to meet with families, release evidence to law enforcement and to show bodies to family members. These alternative schedules do not work. Judge Self would like this put on the add/delete list. Commissioner Webb agreed and said this would move toward a shift schedule.

Dr. Rohr's second item was a compensation issue. In 2012 the budget office suggested that the law be examined on how field agents are being compensated. If field agents were compensated the way the law reads, overtime would be abundant. When the agent is on call, he is engaged to wait and cannot use the time as he normally would. Cynthia Jacobson, Human Resources, said HR does not believe they are engaged to wait.

Another issue is space. Dr. Rohr showed a few pictures and said there will need to be some building expansion. The last time the building was expanded was in 2005. Commissioner Webb said there is going to have to be an addition sometime soon because of the growth and storage issues. (Time: 11:40 a.m.)

Judge Self recessed the meeting of the Commissioners' Court Budget Workshop Special Session at 11:40 a.m. The meeting was reconvened at 12:01 p.m.

## **Staff and Department Heads**

### **1. Cynthia Jacobson, Human Resources**

Ms. Jacobson explained the \$600,000 request for the PeopleSoft upgrade. When PeopleSoft was implemented, HR requested four additional staff members to maintain the system - two IT people and two HR people. It was determined two HR people were not needed and the request was changed to hire one HR "superuser" for PeopleSoft. The IT PeopleSoft employee was integrated into IT rather than PeopleSoft and eventually left the County. So while there is a PeopleSoft superuser on the HR side, there is none on the IT side. The County is due for the next upgrade. Since an outside consultant will be needed, this was put out for a bid. There is approximately \$600,000 still available from when the system was put in, but we are \$600,000 short from the lowest acceptable bid of \$1.2 million. Without the upgrade, the system will not be supported. The County is two upgrades behind at this point and it will only get worse by missing upgrades.

Ms. Arris said this RFP came in after the recommended budget came out so the \$600,000 is not included in the recommended budget.

This is a major upgrade and there are no other options. There is IT support but it is limited. Commissioner Webb asked if there were other software options. Ms. Jacobson said a major analysis was done before selecting this system and it is still the best software. The HR Department is run off of this system and everyone in HR touches it. Much has been pushed to the user in order to reduce the HR staff.

The \$600,000 is not for the upgrade but rather for the consulting firm to put in the upgrade. Commissioner Webb asked why the County does not have an IT specialist and is the County spending more money for these upgrades because of that? Caren Skipworth, CIO, said that the market for PeopleSoft IT people tends to be in the specialist area. It is hard to hire one IT specialist because they are very difficult to find and very expensive.

The consultants have various resources and understand the different parts of PeopleSoft. Ms. Skipworth said the majority of the \$1.2 million will go to the more than 300 modifications in that revision and went on to say this is eventually heading towards a Cloud solution. Commissioner Webb asked if it would be cheaper to hire staff. Ms. Skipworth said it would be better for the County to look to a consulting firm for this upgrade and then the County can maintain it from there. (Time: 12:12 p.m.)

## 2. Caren Skipworth, CIO

Ms. Skipworth explained the redaction of images was put in budget but not recommended. A little over a year ago there was a request from Commissioners' Court to use a firm called iDocket to put County images on the website for the County and District Clerks. As part of that process, Commissioners' Court requested that the images be provided at no cost to the citizens. While there is no cost to the County, iDocket charges the citizen for that service. IT went back to the drawing board to see what options there were for working with the clerks, the JPs (Justices of the Peace) in Odyssey and the District Attorney's Office in Odyssey. All images that have private information need to be redacted.

A budget request was entered for \$1.2 million and it was not recommended. iDocket cannot provide the services that the District Attorney's Office needs which requires an integration tool with Odyssey. When law enforcement departments file electronically, the DA's office has to bring up that document within the Odyssey system, process the document, redact it and then send it back to the defense attorney. This is a different model than the County offering its images externally.

After speaking with Tyler and CSI (Computing System Innovations) which is the contracted CUC (Conference of Urban Counties) vendor, we managed to get the cost down from \$1.2 million to \$600,000. Therefore, Ms. Skipworth is asking for the \$600,000 which will encompass the DA's office needs, the JP needs as well as the County and District Clerks' needs. The iDocket piece, if the Court does not want to charge citizens, will need to be cut.

Ms. Arris said when this was submitted, IT was still looking at a solution. The discussion was to look for something within the Odyssey system that attaches to the Court Management system. There is Court Management short term debt available that could be used rather than adding this into the general fund budget. If this is done out of CJIS (Criminal Justice Information System) funds, it does not need to come out of the adopted budget.

Commissioner Webb would rather have one solution than two different ones. Ms. Skipworth says she would prefer not to continue using iDocket and would prefer to provide the images on the Collin County website portal to citizens redacted as required. Ms. Skipworth said Andrea Thompson, District Clerk, mentioned offering that service on iDocket but she would have to justify it.

There is a contractual obligation with iDocket which will renew October 1, 2014. This item was set aside awaiting the District Clerk's input. (Time: 12:22 p.m.)

Ms. Skipworth then went on to Phase II of the IP Based Surveillance Camera Project. Phase I of the Project approved in FY2014 includes surveillance cameras to be installed in various County departments and will be on the next Court agenda for discussion and request of an RFP. Phase II would be a continuation of that contract. The request for Phase II has increased by \$20,000 to include replacing Homeland Security's 17 cameras and display systems that are still the old analog system.

Mike Malak, Project Manager, had increased the amount requested to cover additional equipment but there was a disconnect and it was not picked up by Budget. Ms. Arris said the initial request was for \$125,000. Judge Self commented that he had seen several requests for cameras on the budget and wanted to make sure these were not duplicates. Ms. Arris said the requests from other departments were denied to avoid duplication and this is a consolidated project number. (Time: 12:27 p.m.)

Ms. Skipworth wanted to note that Commissioner Hill somehow was dropped from Office 365 for the County-issued iPads and he needs to be included in this budget for FY2015.

The next item was Telecom Shared, the secure portal VPN (Virtual Private Network) which was not recommended. This is part of the County's security audit. This particular VPN replacement is for the vendor management side to manage and log audits based on the activity of our vendors on our network. These vendors support our hardware and our applications like Odyssey, AmCad and ICS (Incident Command System) for 911. We want to switch so we can better monitor the vendors' access to the County's network which is what this product does. Commissioner Webb noted that this item was number 12 on Ms. Skipworth's priority list.

Ms. Arris explained her office had asked for examples and samples of when and how often it would be used, but did not receive a response. Ms. Skipworth said it will be used daily with monitoring of the activity of vendors. Mr. Malak said currently vendor use is unmonitored and we have to trust the vendors. The product we are using does have a software maintenance cost associated with it which is 20% of the \$30,000 per year. With so many major IT expenditures this year, Judge Self asked Ms. Skipworth for her post-audit priorities list. (Time: 12:30 p.m.)

Ms. Skipworth's last item was the request for a cell phone for the Records Manager. Currently this employee has a voice only phone and the request is to take her to a smart device. Ms. Arris asked what we do with the other county employees who are still using old flip phones. Ms. Skipworth said as the voice only phones break they are getting difficult to replace.

The new Records Manager is being very proactive in supporting departments and getting them on Laserfiche as well as being active in Austin with records retention, education and certification. She travels and we are requesting she stay in touch with the office. On the data side, that is part of the Laserfiche alert system that she monitors.

Commissioner Webb doesn't hear a good enough reason to go to a smart phone since getting in touch with the Records Manager requires only the voice phone. Ms. Skipworth said the employee can keep up with Laserfiche alerts and emails with the County while supporting the departments using a smart phone. The County's cost averages \$24.99 per month for a voice only phone versus \$37.99 per month for a data phone. Also the employee contributes \$15 per month towards the device from their paycheck regardless of whether it is a voice only or data phone. (Time: 12:37 p.m.)

### **3. Judy Florence, Myers Park**

Ms. Florence came forward to discuss the Cellular Access Antenna System bid which came in at \$1,200. The system for this amount is more of a consumer grade signal booster that might be used in a home. Because there are a variety of fundraising activities that take place in the show barn as well as trade show type events, they need to have the ability to process credit cards. Due to the square footage of the show barn, the required system should have been a \$30,000 to \$40,000 system. Caren Skipworth, CIO, said this item did not come to IT for processing but was priced out through Purchasing as a smaller retail-type system. Ms. Florence will get a final price in a day or two and it will be closer to \$30,000 to \$40,000.

Ms. Skipworth will contact AT&T and check into one of their programs about sharing the cost. She can put the funds into contingency and see if AT&T would be willing to do a shared-cost resource. This system should function like the courthouse basement system and it is recommended. (Time: 12:40 p.m.)

### **4. Jon Kleinheksel, Public Works**

Mr. Bilyeu had asked John Kleinheksel, Public Works, to put the Constable Vehicle Policy on the agenda because there have been some issues putting commercial grade equipment into the civilian Taurus or CI model. Mr. Kleinheksel showed the comparison between the two vehicles and explained that last year the Court approved the purchase of the civilian model cars for the Constables. The civilian model vehicle had several issues including rear visibility after installation of the lights on the rear deck, difficulty getting the wig wag lights installed, and the MDC (Mobile Data Terminal) takes up too much space. The purpose-built or PI model has a space for the MDC and offers a standard 75 MPH rear crash rating opposed to 50 MPH in the civilian model, spotlights available from factory and a full-sized spare as opposed to a "doughnut" in the civilian model.

It also comes standard with a five year 100,000 mile warranty as opposed to the civilian model with three years and a 36,000 mile warranty. The additional warranty alone is well worth the added cost.

Four of the civilian units were purchased after the last budget. There was a discussion regarding repurposing these vehicles for the Sheriff's administration department. The CI Taurus base is \$23,000 while the PI Sedan base is \$25,149. There is a lot of tech work and wiring to get the base civilian model up to code with what the constables need. Mr. Kleinheksel recommends going the interceptor or PI route. It is a heavier duty vehicle and built for this environment. (Time: 12:50 p.m.)

Commissioner Reid questioned the large number of vehicles on the replacement list that have less than 100,000 miles when modern cars should get 140,000 to 180,000 miles. Mr. Kleinheksel addressed Commissioner Reid's comment regarding the 70 vehicles on the replacement list this year explaining the current replacement program adopted in FY2009. The program takes into account four major components: 1) the age of fleet, 2) mileage or hours of each individual unit, 3) the overall condition of the unit and 4) maintenance and cost of that particular unit. This year the replacement list came in at \$3.6 million using the four criteria above. On average the County spends between \$2.1 and \$2.4 million per year on replacements. Most of the fleet is becoming old and requiring a lot of maintenance and, when the aging Crown Victorias are out of the fleet, the County will be on top of things again. The County has held onto this fleet longer than normal. Commissioner Webb is hoping for an eight to ten year useful life out of the vehicles. Judge Self does not think the recommended list should be changed. Mr. Kleinheksel will look at repurposing the constables' vehicles which may change the list. (Time: 1:02 p.m.)

## **5. Caren Skipworth, CIO**

Ms. Skipworth came forward again to update the Court on questions on the Google Projects for Homeland Security (HLS). Currently data is at one terabyte. There are three cities still being implemented that HLS does not have data from. Kelley Stone, Homeland Security, has gained permission to get some court data from Odyssey internally into his system. There will then be data in Odyssey and the HLS system. Mr. Stone has also asked for data from the Sheriff's office to be imported into the HLS database. By the time those all are imported, data will be at 1.6 terabytes which could be recouped once they are moved over. Commissioner Webb asked how fast the data requirements are increasing. Ms. Skipworth stated that over the last three years the average growth was 200%. It is projected by 2017 the total county data will be at 35 terabytes. Growth will continue to increase. One factor in the increase will be when e-filing begins for the e-criminal cases. In addition will be the ERP (Enterprise Resource Planning) system. When the ERP system is implemented, there will be a lot of electronic documentation. Also the District Attorney will be moving to e-charging with the Odyssey system. This will increase all electronic content media evidence stored within this environment as well. The video from the body cameras officers wear will add to the terabyte storage.

Commissioner Webb felt Google Projects would not save a significant amount of storage. Ms. Skipworth said that is true with HLS. Ms. Skipworth mentioned one of the liabilities to Collin County for housing another law enforcement agency's data is the risk of breach. Having to secure and protect that data from a county standpoint adds to making sure the County's environment is secure. Part of the Google Project process will be that the agreements between the Commissioners' Court and the entities will have to be changed so there is no longer the liability as their data will be outside the County's perimeters. Ms. Skipworth stated IT will prioritize the list of projects based on the security audit and bring it back to the Court for review. (Time: 1:10 p.m.)

Commissioner Reid wanted to revisit the fire suppression system in the Data Center of the courthouse. FM-200 is a colorless, odorless gas that leaves no residue and puts fires out faster. The Commissioner felt this is something the Court should strongly consider because of \$23 million of equipment and the infrastructure in the Data Center. There is always the possibility of malfunction, but if there is a fire, this is better than a sprinkler system. Commissioner Reid felt this should be on the add/delete list. Commissioner Webb asked Ms. Skipworth to look into repercussions of keeping the gas within the limits of that room and the cost associated. (Time: 1:13 p.m.)

Andrea Thompson, District Clerk, came forward to talk about redaction regarding iDocket versus CSI. Ms. Thompson stated iDocket and CSI are two very different systems. She prefers how iDocket works as an overlay and on-demand. The goal would be to have 100% of court records online for people to access. However, the vast majority of those records will not be viewed. Because of this, Ms. Thompson felt it would not be a good use of money to go back and redact those records to have a whole separate set of records. There is a recent change in rules to civil procedures that says records cannot be put on the internet if they contain sensitive data which the Clerks would not do without redacting. The iDocket overlay of redacting data on-demand would be more beneficial. iDocket charges a subscription rate or a one-time search fee and also a per page charge. If the decision was to move forward with iDocket, Ms. Thompson said pricing for the County to provide this service would be discussed with iDocket. Documents then would not have the iDocket watermark. CSI would do everything at a wholesale redaction. When discussing services and pricing with CSI, they were told the Clerks need more of an on-demand service. CSI indicated that they would review their pricing for this type of service. Ms. Skipworth recommended doing away with iDocket and using CSI. If CSI can do all the needed functions and can revamp the system to what is needed, then one system for the District Attorney's office and the Clerks' offices would be ideal. (Time: 1:15 p.m.)

Judge Self wanted to talk about the animal shelter on Permanent Improvement Projects, specifically the trailer for off-site adoptions. Some cities have their own animal shelters and some cities want to contract with Collin County for use of the animal shelter. Realizing the county shelter is a distance away from the cities, cities have agreed to participate in the cost of a trailer for off-site adoptions. The Judge recommended the County back out of the purchase of a trailer and let the cities do an ILA (interlocal agreement) between the cities for that purchase.



Commissioner Williams said the County's portion of the purchase would be 16% and since the County still takes in a majority of the dogs, this would give another method for improving adoption. The County will get more than 16% of the value back by the number of animals that will be adopted. Commissioner Webb supports participation of the purchase of a trailer as this will move animals out of the shelter faster and will keep the County from having to build a bigger shelter.

The Court also discussed graphic wraps for three county trucks that will promote the spay and neuter of pets at a cost of \$6,000. The final costs would be prorated. The wraps will be colorful and cover the whole vehicle as opposed to the county decal that is currently used for animal services.

Commissioner Hill referred back to the trailer for off-site adoptions. He asked if the County did not participate in the trailer, would the cities be apt to take on the purchase themselves? Mr. Bilyeu stated this would have to be taken back to the cities to find out how they would handle it. Because the County and cities operate together, it would still be a county owned piece of equipment maintained by fleet services and be in the county inventory but pulled by a vehicle other than a county vehicle. Commissioner Hill said in this scenario the cities could voluntarily purchase the trailer, give it to the County and the County would maintain it. Mr. Bilyeu stated this is outside of how the contract is specifically worded but this could be suggested to the cities. (Time: 1:27 p.m.)

Judge Self wanted to discuss the \$2.4 million for consultants in the budget asking Ms. Arris if the full amount is spent every year. Ms. Arris stated it depends where the funds are budgeted and is a case by case basis. The Judge asked if it would make sense to figure out how much has been spent and put that total plus 20% in the non-departmental fund to be divided up by what is actually spent. Ms. Arris said the problem with putting all in non-departmental is that it will not be captured by department and then every consultant requisition would have to be approved. Some consultant requisitions are in other funds. For example, the District Clerk has money in the document preservation fund and has requested bringing in a consultant to work on those specific documents. This is not something that could be consolidated because the District Clerk is using collected fees for those. The majority is in non-departmental and \$957,000 can be reduced. Judge Self stated there are 27 lines of consultants in the budget and guesses the County spends \$1.5 million on consultants. The Judge would like to know what was spent last year on consultants before making the decision on the add/delete list. (Time: 1:34 p.m.)

#### **6. Mike Yarbrough, Justice of the Peace, Precinct 4**

Judge Yarbrough came forward to discuss Officials' compensation and reminded the Court that last year the District Judges and County Court at Law Judges received a 12% pay raise. The question is why are the JPs (Justices of the Peace) only receiving a 3% pay raise? While the District and County Judges do have a law license, they already make \$50,000 more than the JPs.

Judge Yarborough stated the JPs are not asking to make as much as those judges but asked the Court for the pay raise to be consistent across the board. Commissioner Hill said the central question was making sure the judges were being kept whole. When the Commissioner looked at 15 years' worth of data, last year the findings were opposite. The data showed that the JPs advanced steadily every year while the District and County Judges did not. This was because County Judges constitutionally depended on District Judges who then in turn were dependent on state legislature.

Judge Yarbrough then stated over the last 15 years longevity pay has been eliminated and retirement is still decreasing. The Judge thanked the Court for their time. (Time: 1:44 pm)

#### **f. Compensation/Benefits – Discussion and any action**

Cynthia Jacobson, Human Resources, came forward to give the benefits presentation. The largest benefit from an expense standpoint is medical. The total claims cost is \$16,510,142. Employees pay a little less than 20% of that cost and the County pays a little over 80%. Essentially every employee or every insured person the County has uses medical benefits for a 100% utilization rate. An average of 1.26 dependents is covered. This is a little higher than in previous years because the Affordable Health Care Act (ACA) changed who the County has to insure. There are high cost claims that exceed \$50,000 which is 30% of the County's cost. This number is down by 4%. There was an increase in claims that were between \$50,000 and \$100,000 but a decrease in claims that were over \$100,000. There was a 25% decrease in the average cost of a high cost claim compared to a 9% increase last year.

The County had a 9% decrease in medical costs from last year per individual that was insured. Part of the decrease is due to high cost claims decreasing from 120 to 97. High cost claims will fluctuate from year to year. The trend for the last five years is a 1% decrease of claims costs. HR has spent a lot of time and effort going through claims looking for ways to decrease costs and numbers are currently trending well.

Musculoskeletal claims decreased by 7% but are 5% higher than the County's peers at 44% for high cost claims. Circulatory systems claims decreased by 3% but are 7% higher than the County's peer group and 55% are high cost claims. Five plus years ago the County was 40% higher than peers in some of these categories. The reduction is related to education and the adding of an onsite nurse.

Pharmacy costs were over \$3 million for the year, 20% of total costs. County contribution is nearly \$2.5 million for 80% of costs. Employee contribution is over \$610,000 which is 20% of the total cost. Top fifteen drugs cost almost \$900,000 for 29% of total pharmacy costs.

Major cost drivers are back and neck disorders, heart disease and diabetes that make up the highest in spending and prevalence. Musculoskeletal system diagnoses surpassed circulatory system diagnoses as the primary clinical cost driver. Nearly 1/3 of the top 25 high cost claimants had a cancer diagnosis. Those with more than \$50,000 in medical net payments represented 1% of claimants and 30% of medical costs.

For the medical plan benefit comparison summary, the County's deductibles are lower than the average. Multiple counties and cities increased their out of pocket max including Dallas, Denton and Tarrant counties. Collin County is still in line with the Mercer average which is the private sector average. The County has a low physician co-pay and a high specialist co-pay. This is done on purpose to encourage the use of a primary care physician where feasible.

As for the dental plan benefit comparison summary the deductible is consistent with peers at \$50. The dental plan maximum of \$1,000 is lower than the majority of counterparts. Only 7% of those insured used the maximum level of benefits.

The premium medical plan deductible is at \$250. Primary care physician co-pay is at \$15. Sixty-three percent of insured employees earn a salary under \$50,000 so when a change is made to the benefit plan, there is a significant impact to these individuals. Collin County's employee only contribution is above the average and dependent contribution is on the lower side. Currently there are a large number of employees who have children insured so the dependent coverage has been kept slightly lower because of those 63% of employees who earn under \$50,000. The County has a 2-tier premium design while the majority has 4-tier plans. Premium medical plan coverage for employee only coverage is at an average and is in line with the Mercer average. The employee and spouse, employee and child, employee and family and dental plan coverage costs per month is on the low end of peer comparisons.

There are three plans the County administers, two for county employees and one for CSCD (Community Supervision and Corrections Department) employees. CSCD employees are on a different plan that has to be coordinated with the state. For 2014 the majority of employees paid the extra dollars to receive the higher benefits associated with the higher benefit plan.

UHC has an online tool for insured individuals called myuhc.com. The County has a very engaged employee population. Currently there are 93% of employees signed up with myuhc.com and 74% are actively using this tool for the services provided. Several years ago the Court added an on-site nurse to work with the employee population. This nurse liaison is pushed to reduce claims costs and has engaged 400 unique individuals on a 1-1 basis. Of those individuals 76 are considered high risk and 178 are considered low to moderate risk. Because the nurse is a UHC employee she can access UHC claims information and medical information that the County has no access to. With this she can work with the individuals to reduce their costs while getting a better outcome.

The nurse has also worked with 92 individuals with high emergency room utilization to ensure they are utilizing physicians and facilities appropriately. She has also assisted over 350 individuals with provider and facility identification connecting them with the appropriate level of care.

Over the years circulatory issues have been highly driven by diabetes. The County has a population that has a significant issue with diabetes. This has been a number one focus on how to work with diabetes and how to decrease costs. The number of claims with a diagnosis of diabetes with complications has decreased by 11% since 2011. Claims paid per member per month for diabetes without complications is nearly 17% lower than peers. Claims paid per member per month for diabetes with complications is nearly 55% lower than peers.

Trends include a 4.2% decrease for the County's claims risk score, medical net paid per member per month has decreased 9% and emergency room costs have decreased by 31%.

Regarding retiree insurance, employers are required to report employer contributions to retiree benefits on their balance sheet as liabilities due to GASB (Government Accounting Standards Board) rules. Retiree costs increased in 2014 leading to 29 retirees dropping Collin County retiree health insurance. In order to be in compliance with GASB rules the County cannot lump these costs with other expenses or it has to be posted on the Comprehensive Annual Financial Report. This has led to charging retirees the full GASB actuarial calculation amount for coverage.

The ACA does impact the County. The act required the County to add additional dependents which is all children to age 26. Certain plans have to meet affordability and coverage requirements with which the County is in compliance. This would be the Advantage Plan. The waiting period for insurance for a new employee has been decreased by 31 days. In-network deductions and co-pays now apply to annual out-of-pocket expense limits. There are fees the County is paying now. Additional reporting requirements have been made and information forms for the employees had to be created. Commissioner Hill asked if the Advantage Plus Plan meets requirements. Ms. Jacobson stated the Advantage Plus Plan does not meet the requirements but the Advantage Plan does. The County only has to provide one plan that meets the requirements for the employees to select if they chose to do so. The cost for the Advantage Plan was actually dropped so that a fourth plan would not have to be created. Upcoming requirements of the ACA will require the County to do automatic enrollment in the compliant plan for new employees. The employee will have the option to go online to change the plan if they desire. There will be additional fees that are expected to be \$200,902. There will be more reporting requirements that are currently being developed. There is some taxation potential with the Cadillac Tax that will be effective January 1, 2018. Flexible Spending Accounts could also be added in with the Cadillac Tax that could cause issues.

To receive the \$200 wellness payment and the \$25 monthly insurance discount employees must complete an annual physical, cholesterol screening, well-man/woman examination, and complete the UHC online health assessment. Beginning in 2013 employees must have height, weight and body mass index listed.

Currently the wellness program is ACA and Health Insurance Portability and Accountability Act compliant as it is participatory and not contingent upon achieving a particular health status and incentives are below the maximum allowable threshold. This can be made mandatory as long as the data is used to reduce costs. The County has a large number of employees participating in the wellness program with a 77% rate. BMI statistics for 2013 show that 47% of employees are obese and 49% of spouses are obese. Obese may not be hugely obese but there is an issue with individuals whose weight is impacting claims. Statistically smokers cost more than non-smokers; however, internal statistics show the most expensive group are the ones that are ex-smokers and smokers do not cost any more than non-smokers. The weight issues associated with the plan could be something the nurse liaison works on. There has been a one-year test program implemented with a dietitian and a group of employees to work on weight issues. This program utilizes a dietitian, a person to counsel the participant on the physiological aspects of why they are overeating and the nurse liaison who works with the participants on claims. Halfway through the program the statistics show that half of the participants are losing weight and the other half are not. (Time: 2:24 p.m.)

Ms. Jacobson's next presentation was TCDRS (Texas County and District Retirement System) where she showed comparisons to neighboring counties and cities within the County. An 8% rate of return must be earned in order to pay the benefits or the County must pick up the differential. Currently there is no unfunded liability. As of December 2013 the County's plan has a reserve of \$14,704,583 which is a funded ratio of 104.5%. The minimum required contribution rate for 2015 is 6.21%. TCDRS had positive returns in 2013 and passed through those gains. Actuarial gains and losses are smoothed over five years. The 2013 gains will be recognized over time. Gains and losses that are smoothed are not reflected in the overfunded/unfunded liability. If an immediate-asset recognition method were used instead of delayed-asset recognition, the reserve would be \$32,286,282 which is a funded ratio of 109.8%. This means in addition to the current \$14.7 million reserve, there is an almost \$18 million credit to help smooth out any losses incurred over the next four years.

Judge Self commented on the \$1.2 million liability gain due to greater than expected terminations and withdrawals and stressed the need to try to deter people from doing that. Ms. Jacobson said there is an individual letter sent to each person stating the ramifications and the amount they will lose, but they still do it.

COLAs (Cost of Living Adjustment) are funded over a 15-year period. Court determines the cost of living increase each year. The three options are flat-rate COLAs, CPI-based COLAs and doing nothing. Collin County has historically adopted various COLA options including 60% to 100% of CPI, 3% to 8% flat rate and no COLA. Last year a COLA was not approved for plan year 2014.

If a COLA is elected this year, our plan will be considered as having an automatic COLA and the surplus will be reduced to fund the cost. A COLA will also impact CAFR (Comprehensive Annual Financial Report) reports.

Essentially, the County can give a COLA once every three years and not have it hit the financials. There are 576 individuals currently collecting TCDRS benefits, 313 current employees eligible to retire now and 312 additional employees will be eligible to retire in the next five years.

Ms. Jacobson presented the COLA options for the 2015 plan year which are 100% CPI, a 1% flat rate or a 2% flat rate. These rates are added to the required minimum rate of 6.21% for a total percent applied to all payroll dollars. If a COLA is elected this year, it will significantly increase the pension liability that will be reported on the CAFR. The impact on the County would be dramatic moving us from a \$14.7 million reserve to a \$40.7 million deficit. This is because under GASB (Governmental Accounting Standards Rules) the calculation has to be done on every current employee until they are retired. Therefore, Human Resources does not recommend a COLA this year due to new GASB regulations. (Time: 2:42 p.m.)

The next presentation was on exempt and non-exempt salary ranges with the goal being to stay current with the market. The range determines what the job is worth. Legal and law enforcement jobs are separate due to the specific nature of the jobs. There are several re-class requests, but those will not be addressed until budget is over. In general a re-class does not affect compensation.

Based upon regression analysis, it is recommended that both the exempt and non-exempt pay ranges be increased by 1% for FY2015. The change is reflective of the market value of the pay ranges and is not a salary increase recommendation. Individuals whose salary falls below the new minimum after annual increases would be adjusted to the new grade minimum on October 1, 2014. This would impact those ineligible for an annual increase, or those whose salary after annual increase is under the new minimum. This is a universal pay range change and will only affect those at the very minimum or maximum of the range. (Time: 2:50 p.m.)

The next presentation focused on reviewing the salary ranges for attorney positions in the District Attorney's office. Collin County was compared with Denton, Fort Bend, Montgomery, Tarrant and Williamson counties and the State of Texas Attorney General. The average service tenure for employees on the legal pay scale is just over six years. Current turnover for 2014 is projected at 11% for both the District Attorney's office and prosecutors. Ms. Jacobson reviewed the pay range quartile rankings and regression analysis. None of the positions reviewed exceeded the 10% +/- variance from the average. A 2% increase to the legal pay ranges is recommended for FY2015. This change is reflective of the market value of the pay ranges and is not a salary increase recommendation. Individuals at the beginning of the pay range would be moved to the new minimum starting salary on October 1, 2014, if their compensation is below the new minimum. (Time: 2:59 p.m.)

Ms. Jacobson continued with the Law Enforcement Compensation presentation which focused on salary ranges for various law enforcement positions throughout the County. These positions were benchmarked against Denton, Fort Bend, Montgomery, Tarrant and Williamson counties and the cities of Allen, Frisco, McKinney, Plano and Wylie. There are 462 current employees in the 23 benchmark law enforcement positions with an average length of service of almost 10 years. The overall turnover for the positions for FY2013 was 13%. The overall turnover rate excluding Detention Officers was 8.5%.

45% of the individuals are in the upper quartiles and many are at the maximum range. If not for PFP these individuals would not be getting increases unless the ranges were moved. Every employee receives an exit interview and the number one reason for leaving is inadequate rate of pay. We look for a 10% +/- differential. Lieutenant (Housing) is the only position that exceeded the 10% criteria. This position is matched to Sergeants at other organizations, and is therefore ahead of the other pay grades.

Based on regression analysis, the non-exempt law enforcement pay ranges do not require an adjustment for FY2015. Exempt law enforcement pay is recommended for an increase of 1%. This change is reflective of the market value of the pay ranges and is not a salary increase recommendation. (Time: 3:13 p.m.)

Ms. Jacobson wrapped up with the Final Compensation Presentation on PFP (Pay for Performance.) PFP amounts are based on court discretion. Based on an extensive discussion last year, PFP amounts will be based on COLAs. The COLA used for this year was 1.7% which was rounded up to 2%. Ms. Jacobson showed the employee pay increases over the last five years and comparisons with neighboring counties and cities. (Time: 3:16 p.m.)

Commissioner Hill has tried to answer the question of how to establish a formulaic approach to PFP. Currently there is no systematic way of determining this and the Commissioner addressed the foundational principals for increasing payroll. The first was payroll cost bears a relationship to the budget. The Commissioner explained payroll "squeeze" which involves cutting services to cover the increasing cost of payroll. The second principal is the relationship with payroll, budget and revenues. If the budget is growing faster than the revenues, the County would have unsustainable budget growth imposed upon our taxpayers.

The Commissioner drew a circle representing a year's workload for Department A and the payroll set aside for that department. Every department is going to have employees that are high performers, low performers, more experienced and less experienced. This means that department has employees with different levels of productivity and earning potential. The catch is what happens if a high performing person leaves. The workload hasn't changed, but the person leaving is taking their experience and knowledge with them. Their replacement is generally less experienced and less knowledgeable. This leaves a gap in knowledge and a gap in earning potential.

Using that theory is there a pattern for employees at the beginning of the year and at the end of the year? There were 1,542 County positions on 10/1/2013 with annualized earnings of approximately \$74.5 million. With a turnover rate of 10% - 11%, almost a year later the earnings for those same 1,542 positions were approximately \$73.5 million. In this case there were 202 positions where someone new was in that position between 10/1/2013 and 9/30/2014. The new hire, being less experienced and possibly in the beginning of their career, would be starting on the lower end of the pay scale creating a net surplus every time a change was made. This created a net surplus to the County payroll. The \$942,000 represents talent and experience that has left the County.

If the payroll grows faster than the budget, this creates a payroll creep which is unsustainable in the long term and will squeeze out other services. In the County's case, there is payroll shrinkage. The Commissioner recommends the \$942,000 in savings be re-invested into the same 1,542 positions and that becomes the PFP percentage every year. This gives a 1.26% PFP funding for this particular year. Rounding the PFP up to 1.3% and adding it to the 1.7% CPI creates a total compensation increase for the County of 3%.

Commissioner Reid liked Commissioner Hill's idea but feels employees doing average work should get an adjustment determined by CPI so they are staying even. The additional funds should be used to reward those that perform above their level.

Commissioner Webb likes how the calculation works and how it's derived, but he would like to focus on Commissioner Reid's idea. There was a discussion about a Juvenile Detention Officer II who, after eight years with the County, is only making \$500 more than an entry level position because the pay range keeps moving. Due to the limited number of higher ranking positions, there is nowhere for this employee to go. The Commissioner would not want to lose an eight-year employee with good PFP scores. PFP needs to be more effective and there needs to be a market piece added to incorporate experience and job knowledge.

The compa-ratio becomes the course correction for our policy. Our policy is not to move people on the range, but to move the range with the people on it. This only affects employees at the top and bottom of the range. For those within the range, they receive CPI and PFP, but nothing for a market correction. This also creates a compression problem which the PFP does not solve. There was a lengthy discussion on PFP, market movement and compa-ratio.

Monika Arris, Budget, said the recommended budget includes \$1.45 million for the compa-ratio. Judge Self suggested using half a million dollars and going to the elected officials to get their list of top performers. This would be similar to last year when half a million dollars went to critical positions. (Time: 4:28 p.m.)



Commissioner Hill stated the Collin County District Attorney ranks fourth when compared to Denton, Tarrant and Dallas counties. When compared to the top ten most populous counties in the state, with Collin County being the sixth most populous county and most of our elected officials are ranked sixth in that list, the DA is \$35,000 less than the average and is \$25,000 less than the sixth ranked position. Commissioner Hill reiterated his recommendation made in July to adjust the DA's salary by \$30,000. Commissioner Webb agrees the salary is out of line, but since his department is one of the smallest departments, the Commissioner feels an adjustment of \$20,000 to \$25,000 would be more in line. Ms. Jacobson said an adjustment of \$20,000 would put him in the eighth position and \$25,000 would put him in the sixth position. The Court agreed on the \$25,000 adjustment. (Time: 4:34 p.m.)

At 4:35 p.m. Judge Self recessed the meeting of the Commissioners' Court Budget Workshop Special Session until 9:00 a.m. on Wednesday, August 20, 2014.

**WEDNESDAY, AUGUST 20, 2014 at 9:00 A.M.**

Judge Self reconvened the meeting of the Collin County Commissioners' Court Budget Workshop on Wednesday, August 20, 2014 at 9:00 a.m. and recessed the meeting due to technical difficulties. (Time: 9:01 a.m.)

Judge Self reconvened the Collin County Commissioners' Court Budget Workshop at 10:28 a.m.

**1. AI-38682 Approve Uniform Pay Policy**

Judge Self read the Uniform Pay Policy aloud as follows: "The salary of county employees is based upon a 40-hour week unless otherwise noted. Upon failure to accumulate 40 hours of approved time, the employee shall be compensated at a pro-rata hourly rate. Approved time shall be calculated according to pay provisions incorporated in the adopted budget. Specifically, time clock and badge readers shall be used to record employee time." A motion was made to approve the Uniform Pay Policy. (Time: 10:29 a.m.)

Motion by: Commissioner Cheryl Williams

Second by: Commissioner Duncan Webb

Vote: 5 – 0 Passed

**COURT ORDER NO. 2014-556-08-20**

## **2. Compensation / Ratio Study**

Cynthia Jacobson, Human Resources, formulated a calculation for the compa-ratio analysis that took last year's Pay for Performance score calculations and merged them with the compa-ratio file and then calculated the average for each individual department to determine their score. Then HR took the scores of only those individuals from the compa-ratio report that were rated above average in their department; with that the calculations total is approximately \$550,000. This is a different approach from last year. Last year's analysis was based on difficult to staff positions. Commissioner Hill asked if HR found the answer to Commissioner Webb's question of how many individuals that were on the hard to fill list last year who were funded are back on the list again this year. Ms. Jacobson stated as of now HR has not progressed that far on the list, but she felt the number would be very small. The number from a budget approval would be \$550,000. If the approach is approved by the Court, HR would clean up the analysis and send it to the elected officials and department heads to review and then work off of that. Judge Self said right now we are working on the recommended budget and changes can be made in September once the workshops are underway.

Commissioner Williams and Commissioner Hill felt this is a good approach. Judge Self stated the approach is legally defensible. Ms. Jacobson said the approach is equal for all groups as it is only high performers from each group. There is a negative side. If there is a group that rates everyone with 2s, then there will be no high performers and no compa-ratio associated with it. The program does have the component of self-review by employees and that review does factor into the PFP score. Judge Self asked for a motion to approve the \$550,000 for the recommended budget. Monika Arris, Budget, stated that number is for salaries only and does not include benefits. There will be a higher number in the budget to include benefits. Ms. Jacobson said the full compa-ratio amount needed is \$1.2 million. Commissioner Hill moved to approve the approach at \$550,000 for the recommended budget. (Time: 10:36 a.m.)

Motion by: Commissioner Chris Hill  
Second by: Commissioner Duncan Webb  
Voted: 5 – 0 Passed

## **3. Pay for Performance / CPI**

Commissioner Hill asked for any questions on his suggestions for Pay for Performance from Tuesday. Monika Arris, Budget, said there was \$1 million in contingency for PFP. The total now with benefits comes to \$672,049 in contingency which decreases budget by \$320,000. This is to do 1.7% for CPI plus 1.3% for PFP which brings it to 3%. The \$672,049 is the difference between the 2% that is in the budget and the total 3% going into the proposed budget. \$1 million was in contingency to cover this which will be taken out and \$672,049 will go in its place.

Commissioner Hill made a motion to fund 1.7% for CPI and 1.3% for performance pay to be distributed through the PFP evaluation tool. After the motion Commissioner Reid asked if the Court needs to codify how they are arriving at a new policy. Commissioner Hill stated that he believes this is the best practice and when this is discussed next year he will ask HR to help derive the percentage again and bring it before the Court. The Commissioner would like it to go in the direction of a policy but did not ask for a policy. There was discussion on putting both CPI and PFP through the PFP tool and the consensus of the Court was to move forward with the motion made by Commissioner Hill. (Time: 10:40 p.m.)

Motion by: Commissioner Chris Hill  
Second by: Commissioner Cheryl Williams  
Vote: 5 – 0 Passed

**COURT ORDER NO. 2014-557-08-20**

**4. AI-38683 Elected Officials Salaries**

**a. District Attorney Salary**

Judge Self asked for a motion on a \$25,000 increase to the District Attorney's salary. Commissioner Hill made a motion to approve the salary increase. (Time: 10:41 a.m.)

Motion by: Commissioner Chris Hill  
Second by: Commissioner Duncan Webb  
Vote: 5 – 0 Passed

There was a brief discussion on elected officials' salaries and the exclusion of the District Attorney's salary with this increase. It was the consensus of the Court that treating elected officials the same as other employees is a fair approach with same pay increases across the board. If an elected official makes a decision during their term in office related to their salary, that salary amount needs to be reset for the incoming official to a comparable rate. Also discussed was the difference in pay for the Commissioners of Precinct 1 and Precinct 3 in relation to the other Commissioners.

Commissioner Hill made a motion to reset Precinct 1 and Precinct 3 Commissioners' salaries to the baseline of Precinct 2 and Precinct 4 Commissioners' salaries in order to be consistent. (Time: 10:40 a.m.)

Motion by: Commissioner Chris Hill  
Second by: Commissioner Cheryl Williams  
Vote: 5 – 0 Passed

Following the vote there was more discussion on a possible policy that would read, "If an elected official chooses to make an adjustment to his/her salary, that adjustment would be effective during their time in office and would not impact the salary of a future official for that particular position."

There would be a mathematical calculation to determine the salary of the incoming elected official to be at a comparable rate. A motion was made to raise the elected officials' salaries by 3% excluding the District Attorney. (Time: 10:55 a.m.)

Motion by: Commissioner Mark Reid  
Second by: Judge Keith Self  
Vote: 5 – 0 Passed

**COURT ORDER NO. 2014-558-08-20**

**b. AI-38684 Jail Arraignment Pay for Elected Officials**

Because there was no change to jail arraignment pay for elected officials, a vote was not needed. (Time: 10:56 a.m.)

Commissioner Webb made a motion to move the auto allowance for the Sheriff into his salary. (Time: 10:56 a.m.)

Motion by: Commissioner Duncan Webb  
Second by: Commissioner Cheryl Williams  
Vote: 5 – 0 Passed

**5. Other Benefit Changes**

**g. Commissioners Court suggested changes to the Recommended Budget**

Commissioner Webb wanted to revisit the \$8 million for the AmCad system replacement for the County Clerk's office and to discuss other options. He suggested putting \$6 million of General Funds along with \$2 million from the County Clerk's Document Preservation Fund into contingency and agreed to use the \$6 million before the \$2 million. If any of the \$2 million is used, it would be replaced the next budget year. Commissioner Williams suggested another option would be to not add it to the budget but go ahead and do an RFP to get a clearer idea of what product will be used and when the implementation will take place. This could go to short-term debt for seven years at a low interest rate and come up with a shared payment where only a portion would be coming out of this fund reducing the impact to the fund.

Judge Self asked Caren Skipworth, CIO, what the timeline would be if AmCad is procured. Ms. Skipworth said the transition period could take twelve to eighteen months or the product could be dropped forcing us to use the new vendor's product. The County can get access to the source code for \$800 per year. However, we would never own the source code or have copyrights to that software license. Stacey Kemp, County Clerk, asked how long it would take to move all data from one system to another along with implementation. Ms. Skipworth stated it would take eighteen months to move.

Commissioner Webb said, if we buy the license for the source code, we can use it and then hire consultants to support and update it. Ms. Skipworth said the caveat on the source code is that we would not own it so it can be taken away and access could be restricted. The Commissioner would like to go back to the company to negotiate the purchase of an unlimited license to the source code. With this option a few consultants could be hired to support and maintain the system for less money than a new system.

Judge Self would like to push the \$8 million back a year and make a budget adjustment to buy the source code. Ms. Kemp is fine with this decision and will move forward with an RFI (Request for Information) in order to be prepared with options if the source code process does not work.

\$100,000 was put on the add/delete list in contingency to acquire an unlimited license to the AmCad source code and \$7,900,000 for a new system was removed from the budget. (Time: 11:12 a.m.)

Judge Self recessed the meeting of the Commissioners' Court Budget Workshop Special Session at 11:12 a.m. The meeting was reconvened at 11:30 a.m.

#### **h. Final Review of Add/Delete List**

Caren Skipworth, CIO, came forward with her reprioritized list of projects. The first item for discussion was Google Projects which was now seventh on the list. Ms. Skipworth said that item could stay as it is but will need to be looked at in the next few years. Judge Self would like to check state law and, since the item had moved down the priority list, move the item to FY2016. Commissioner Williams suggested adding this to the legislative agenda. This item was deleted from the recommended budget. (Time: 11:31 a.m.)

Ms. Skipworth's next item was the Computer Hardware Refresh which is associated with going to Odyssey 2014. It mainly involves law enforcement and the jail and in the fifth year of the five-year refresh. While this was moved down the priority list to #14 in order to move the IT Security Audit items up, it is still just as important. The Audit items had been lower on the list because they came in at the very end of the budget process. (Time: 11:33 a.m.)

Next was item eight on the list which was the IT Shared Enterprise Redaction into Odyssey for \$600,000 which was not recommended. According to Monika Arris, Budget, if Odyssey money is used, there will be no impact to the budget or a vote needed. Ms. Skipworth can put the item on the Commissioners' Court agenda when she decides to move forward and the Court can vote on it then. This was not added to the recommended budget. (Time: 11:35 a.m.)

A motion was made to add \$1.4 million to the \$850,000 already in the recommended budget for the IT Shared Badge Access and Time Clock Addition. (Time: 11:37 a.m.)

Motion by: Commissioner Duncan Webb  
Second by: Commissioner Chris Hill  
Vote: 5 – 0 Passed

The next item was the Image Archive Solution coming out of the 044 County Records Fund. Ms. Arris explained it was budgeted in two different places and therefore considered a duplicate. Ms. Arris noted it was not a duplicate. A motion made to add another \$350,000 to 044 County Records Fund. (Time: 11:39 a.m.)

Motion by: Commissioner Cheryl Williams  
Second by: Commissioner Mark Reid  
Vote: 5 – 0 Passed

A motion was made to add \$600,000 to the recommended budget for the IT Shared Human Resources PeopleSoft Upgrade. (Time: 11:42 a.m.)

Motion by: Commissioner Duncan Webb  
Second by: Commissioner Cheryl Williams  
Vote: 5 – 0 Passed

A motion was made to add \$20,000 to Phase II of the IT Shared Surveillance Camera project in order to replace 17 cameras for Homeland Security. (Time: 11:43 a.m.)

Motion by: Commissioner Duncan Webb  
Second by: Commissioner Mark Reid  
Vote: 5 – 0 Passed

A motion was made to add \$30,000 for Telecom Shared Secure Portal (VPN Replacement) to audit vendor access to the County's network. (Time: 11:43 a.m.)

Motion by: Judge Keith Self  
Second by: Commissioner Chris Hill  
Vote: 5 – 0 Passed

There was no motion made to add a cell phone, data and service package for the IT Records Manager to the recommended budget. (Time: 11:52 a.m.)

The next item was Cellular Access/Antenna System for Myers Park. After getting a very high estimate from AT&T, Ms. Skipworth recommended waiting another fiscal year in order to find a more reasonable option or to work with AT&T's division that has options like cost sharing or a tower with a trade of land space. Judge Self would like Ms. Skipworth to find something within the Myers Park budget in the meantime. The \$1,200 stayed in the recommended budget. (Time: 11:54 a.m.)

Judge Self recessed the meeting of the Commissioners' Court Budget Workshop Special Session at 11:54 a.m. The meeting was reconvened at 12:21 p.m.

Judge Self stated the remainder of the add/delete list would be one vote at the end.

The Computer Software for Office 365 for Commissioner Hill, Precinct 3, was added to the recommended budget. (Time: 12:23 p.m.)

Ms. Arris explained the next item on the add/delete list was a correction. The funds for three e-Filing Computers were being taken out of the District Clerk's budget and put into contingency to have funds available to replace the three computers when they go down. (Time: 12:25 p.m.)

Bill Burke, Construction and Planning, came forward and explained the six options to solve the water, door and security issues for the north and south doors of the Administration Building. Ms. Arris explained \$70,000 was already in the recommended budget for the north doors only. After a lengthy discussion, the Court decided to go with Option A (fix the crash bars causing the locking problems) and Option C (replace the carpet in the vestibules with tile and walk-off mats) for both the north and south doors. These items total \$33,000 which reduced the \$70,000 in the recommended budget by \$37,000. (Time: 12:37 p.m.)

Michalyn Rains, Purchasing, handed out breakdowns per location for the furniture refresh. There is \$1 million on the recommended budget and there was a lengthy discussion about using the same budget amount each year until the projects were completed. The departments in the worst condition would be refreshed first. The Court agreed to keep \$1 million in the FY2015 Budget for the furniture refresh so there was no change to the recommended budget for this item. (Time: 12:50 p.m.)

Mr. Burke said he spoke to an electrician about adding the 80 PI-Breakers for Myers Park and was told they may have to go back to the street to get power. The cost was estimated to be \$100,000 but Mr. Burke would need to talk to an engineer. Judge Self said doing it right is very expensive. Commissioner Webb suggested using Parks and Open Space grant money. The scope of the project should be determined and then Mr. Burke will hire an electrical engineer. The Court agreed to add \$20,000 to the recommended budget for the design and to put it in Parks and Open Spaces. (Time: 1:00 p.m.)

The Court agreed to keep the \$25,000 in the recommended budget for the installation of the vinyl enclosure at Myers Park. (Time: 1:01 p.m.)

District Court Shared Mental Health Symposium was the next item discussed. Commissioner Williams felt there is value in this if an ongoing working group is established. Commissioner Webb would like to make sure there is follow-up showing the symposium has a direct benefit to the program. The Commissioner is worried about setting precedence by getting into the symposium support business. Commissioner Williams supports the symposium because Dallas County's Behavioral Health Leadership Team has been very successful and, if ours is similar, it would be beneficial to Collin County. Judge Self added \$5,000 to the add/delete list to develop a Behavior Health Leadership Team. (Time: 1:06 p.m.)

The next item for discussion was the Law Library. Ms. Arris stated the request was for a one-year pilot Self-Help Center. This program will help determine if this service will make a difference in the court system. Funding will come out of the Law Library fund which is in the total combined budget. The discussion was to have a part-time contract attorney that would be paid half of what a misdemeanor prosecutor makes to assist indigent individuals in completing their forms. The County would provide equipment for the attorney but the attorney would be required to do his/her own Continuing Education hours and carry malpractice insurance.

Commissioner Hill asked if this will dip into the Law Library surplus. Ms. Arris said it is possible but they do have room in the budget for this program. Commissioner Webb understands the clog in the system and would support a pilot program but, while the County is legally obligated to provide council to indigent individuals in a criminal environment, it is not legally obligated to provide legal aid to indigent individuals in a civil environment except for juveniles. The Commissioner is not convinced the program will reduce the clog in the system.

There was a brief discussion on the ability for the attorney to give legal advice. The attorney will be able to give legal advice in the Law Library and may need to have everyone he/she counsels sign a form for attorney/client privilege in order to be covered under his/her malpractice insurance. The goal is to unclog the District Court docket which in turn will benefit other citizens using the courts. Ms. Thomson said there is an opportunity here to have the attorney review pro se filings for accuracy and appropriateness before they are presented in court which would reduce the backlog. Metrics will need to be determined in order to review the effectiveness of the program next year. \$31,996 was added to the proposed budget. (Time: 1:17 p.m.)



The next item was a staff request for a pilot program for Constable Wright, Precinct 4. The request was to add two deputy constables and a legal clerk to help collect on warrants. Commissioner Williams confirmed with Mr. Bilyeu that the progress of this program could be tracked. The Commissioner did question why a legal clerk was required. There was a lengthy discussion regarding the other collection programs in progress. Precincts 3-1, 3-2 and 2 will collect without a committed staff. Precinct 1 has a committed staff and uses a third party. Judge Self asked which group was the control group. Mr. Bilyeu said, even with the different programs last year and no control group, they all measured the same and are collecting at basically the same rate. The study showed third-party collections were not making an impact. There was a brief discussion about tracking the payments to determine the party responsible for the collection. This item was held. (Time: 1:35 p.m.)

The Court agreed to add a fifth Field Agent for the Medical Examiner's office. Commissioner Williams and Commissioner Webb would like to put some design dollars into enlarging the medical/storage space of the ME's office. The caseload has doubled over the last few years and will continue to increase with the growing population. Mr. Burke estimated the cost for the design only of a 5,000 square foot addition to be \$70,000. While this was not in the budget for FY2015, the Court decided to start the design process. (Time: 1:42 p.m.)

Ms. Arris stated the next item is equipment services changes. The vehicles in the 2015 budget will be switched from the civilian package to the interceptor package. The six civilian vehicles purchased in 2014 will be repurposed for administration. The net impact is an additional cost of \$21,402. Any of the vehicles switched to the interceptor package will have cages. Mr. Kleinheksel said this will be consistent across the board for Constables. The Constable cars will not have a light bar on top but will have deck lights, front lights, wig-wags and everything else. Ms. Arris reviewed the summary. There will be four vehicles in 2015 switched to the interceptor package, six vehicles budgeted in 2014 that were bought as civilian packages which will be switched out with six interceptor vehicles for the 2016 budget. (Time: 1:46 p.m.)

The fire protection system for the courthouse data center at \$120,000 was the next item discussed. Commissioner Reid felt this is critical for safety. This system would be on top of the water system where the FM-200 system will be activated first. FM-200 is a non-ozone depleting gas that will leave no residue on the equipment. The Court agreed to put \$120,000 in contingency and decided to do more research on FM-200 and similar systems that use Heptafluoropropane. Mr. Burke said there is consulting fund money that can be used to hire a consultant to give a presentation to the Court. At that time the Court could pull the money from contingency to move forward with the system. (Time: 1:56 p.m.)

The next item was the adoption trailer for the animal shelter. Commissioner Williams supports the 16% cost toward the purchase of the trailer saying it will be valuable for city volunteers involved in the cause. The more animals that can be adopted will reduce having to put animals down because the shelter is full. Judge Self asked which vehicle will be modified to pull the trailer and if there is staff available to drive and attend events. Mr. Bilyeu said there is a diesel truck that can be used. The County would house both the truck and trailer and a staff member would drive the truck to the events. A staff member would be available but will have to receive overtime or compensation time. Commissioner Webb supports the item because the cost is only 16% and the benefit to the County is bigger than that. This will hopefully avoid having to expand the animal shelter building. Judge Self said he will support the trailer if this will eliminate the building of a showroom for onsite adoptions at the shelter. Commissioner Hill asked if the cities will also share in the cost of staff time. Mr. Bilyeu confirmed that the costs will be shared across the board. This item was added back into the proposed budget. (Time: 2:02 p.m.)

The Court was in support of keeping the graphic wraps for animal control trucks on the add/delete list in order to delete the \$6,000 during the vote. (Time: 2:04 p.m.)

The Court turned to the recommended positions list. Instead of adding four prosecutors to the District Attorney's office, Commissioner Webb proposed adding one for CPS (Child Protective Services) and one for CAC (Crimes against Children). Next year Budget can do an analysis of what the two new prosecutors did to this year's workload and determine the support needed for next year.

The Commissioner also agreed with changing one part-time Felony Appellate attorney to full time. Ms. Arris said FY2009 was the last time a felony prosecutor was added. Mr. Bilyeu said CAC uses visiting judges and, while a judge can hear many cases, an attorney can only prepare a certain number of cases. Commissioner Williams said these defendants rarely plead until they are in front of a judge which is why it is important to have these cases ready. Otherwise that defendant stays out on bond for as long as they can delay it. The punishment is usually severe so they avoid it as long as possible. Commissioner Webb wants research done to figure out how many cases a CPS prosecutor can handle efficiently. Mr. Bilyeu does not feel the Budget Department has the background or ability to evaluate the workload of a prosecutor.

Ms. Arris said they were looking at it more on a statistical basis and using data from Odyssey to track when a case comes in to its completion. Judge Self supports the DA's request because crimes against children in Collin County are growing.

Commissioner Webb said this is one of the few departments that has not been very cooperative in providing data. Approving this with no data sends a message. If the Commissioner feels they are getting cooperation, he will give all four positions. Commissioner Hill said the DA asked for 9.5 positions but only 4.5 were recommended. The Court decided to add 2.5 employees and put two in contingency until more data is provided. (Time: 2:20 p.m.)

Next were the IT Security Officer and two Network Security Administrators positions. Commissioner Webb thinks adding a second Network Security Administrator makes sense given the audit but he does not want to add two. Ms. Skipworth said, after the audit, the recommendation was for one IT Security Officer and 1.5 Network Security Administrators. They don't see a full-time workload for two people so one of the Network Security Administrator positions was removed. (Time: 2:22 p.m.)

Lastly, the Tax Assessor requested ten new positions. Seven of those are for Title and Registration clerk positions - two each for Frisco and Plano and three for McKinney - relating to Scofflaw implementation. Until there is a determination as to how many are actually needed, Ms. Arris put all seven positions into contingency. Commissioner Webb said there is no data and he sees nothing in support of seven positions for Scofflaw.

Mr. Bilyeu said we would need staffing since there is an increase in the numbers coming to Collin County to register their vehicles to avoid Scofflaw in Dallas. This means we could end up with higher volumes even if we don't participate. Kenneth Maun, Tax Assessor, said if he was made whole, he will participate but his staff would be overloaded. The cost would be split among other cities as well as NTTA. There are also challenges on the IT end like being able to tie a vehicle to a person. During Mr. Maun's last discussion with NTTA, he thought he would do it, but he would wait until other entities are up and running.

Commissioner Williams said putting three or four of the positions into contingency would give us time to find out what the true costs and revenues would be. Commissioner Webb asked if the Court was willing to invest half a million dollars per year for the County to help NTTA and other cities collect since the County will be absorbing most of the costs. Mr. Maun's participation at this point is voluntary. The Court decided to put three positions in contingency for six months since the program wouldn't start until then. (Time: 2:37 p.m.)

At 2:40 p.m. Judge Self recessed the meeting of the Commissioners' Court Budget Workshop Special Session until 9:00 a.m. on Thursday, August 21, 2014.

**THURSDAY, AUGUST 21, 2014 at 9:00 A.M.**

Judge Self reconvened the meeting of the **Collin County Commissioners' Court Budget Workshop** on Thursday, August 21, 2014, at 9:00 a.m.

Monika Arris, Budget recapped the changes that were made. The current recommended budget includes two elections' positions, two positions for IT, two felony prosecutors in the District Attorney's office and one change of a felony appellate attorney from a part-time to a full-time position. The Tax Assessor has three positions that were requested last year, the Sheriff has one, Jail Operations has one, the Constable has one position and the Medical Examiner has one field agent position. In contingency the positions related to Scofflaw were changed to three positions for the Tax Assessor's office with funding for six months. Two felony prosecutors for the District Attorney were moved into contingency; one for Child Protective Services and one for Crimes Against Children. With the 3% PFP added to the budget and the deductions made from the General Fund, the recommended budget is \$166.1 million. This is a decrease of 2.5% from last year.

There is \$170 million in revenues in the General Fund projected for 2015 with a court recommended budget of \$166.1 million. The Road and Bridge Fund stayed the same at \$22.4 million for a 0% change from last year. There is the projection of using a small amount of Fund Balance in that fund utilizing \$1.7 million of reserves. The Operating Fund combined recommended budget is \$191.2 million for a decrease of 1.8% over last year. Judge Self wanted to explain the decrease saying it is due to the one-time payment to TCDRS of \$11 million in 2014. Revenues for the Operating Funds are \$198.6 million with a court recommended budget of \$191.2 million. Healthcare stayed the same at \$3.9 million on their recommended budget. The total combined court recommended budget is \$280.5 million which is a 0.2% increase from last year's budget with a revenue estimate of \$286.6.

Judge Self asked if the compa-ratio has been put into the correct departments. Ms. Arris stated it was not and is still sitting in the General Fund. When the budget is proposed in a few weeks, the General Fund will drop slightly as that money is distributed throughout the various departments.

Judge Self went back to the collections discussion after Commissioner Williams had reminded him of the pilot program with the County Clerk. The Court gave a collections position to that office and apparently that position has not increased collections. There is a new test period with a third party in two precincts and Judge Ruckel has agreed to take on one of the third parties. Judge Self would like Constable 4 to be a part of this test. His recommendation was to move the clerk from the County Clerk's office to Constable 4, and add one deputy to work warrants in Constable 4. This results in there being a test in all four of the Constables' offices. The Court was in agreement.

Commissioner Reid expressed concern for officer safety with only one deputy serving felony warrants. The Commissioner feels another officer could be re-tasked as back up in the case of felony warrants. Judge Self said that body cameras are cutting down on attacks on officers and recommended supplying the warrant deputy with a body camera. Ms. Arris requested the price for the body camera from IT.

Ms. Arris stated there is a pay grade difference between a legal clerk I in the Constable's office and the collections clerk II that is in the County Clerk's office. The County Clerk's position is \$2,000 higher than the position in the Constable's office. Ms. Jacobson recommended moving the position down to a level I clerk. Currently the collection position is not filled. With that Judge Self recommended moving the clerk II from the County Clerk's office to a clerk I position in the Constable 4 office, adding one warrant deputy and the purchase of a body camera.

Stacey Kemp, County Clerk, came forward and stated in 2014 Court Collections assessed \$3.235 million. Of that, \$2.5 million was collected, \$982,000 in jail credits and \$17,000 in community services for a total of \$3.437 million collected. If the clerk position is removed, there will not be as many people calling, sending out letters and setting up payment plans. Ms. Kemp said if the position is moved next year, the dollars collected could be assessed and split between the collectors. Mr. Bilyeu stated their study on collections came out about the same all around. The recommendation made by Judge Self stands. (Time: 9:16 a.m.)

Judge Self asked Ms. Kemp to readdress AmCad. Ms. Kemp said she had a telephone meeting with AmCad, Caren Skipworth, CIO, and Michalyn Rains, Purchasing. AmCad indicated they would sell by the end of October and they would bring in the new owners to meet with us. The new owners will support the system for a while. (Time: 9:17 a.m.)

Greg Willis, District Attorney, wanted to thank the Court for the positions allocated for Crimes Against Children and Child Protective Services. He also wanted to clarify his department is sharing data with the Budget Department and will continue to do so. They are cooperating and collaborating with the Budget Department to create sensible work measures. He hopes the Court will move forward to approve positions recommended by Budget for his office. Judge Self would still like the Court to review the plan before making the approval. Ms. Arris confirmed that a plan has been mapped out and discussion has taken place. (Time: 9:18 a.m.)

Ms. Arris reviewed the future items for court consideration. Budgeting for the replacement of the Sheriff's Office radio system phases are included in the FY2016 and FY2017 recommended budgets. There is an Elections equipment refresh on the five-year plan included in FY2017. The Health Care Foundation Fund is included in projections beginning in FY2016. There is a pod opening at the jail and the re-staffing of Juvenile in the next five years and these are on the FY2018 and FY2019 recommended budgets. Items not on the five-year plan include the Elections/Records Building; PeopleSoft upgrades, CPS's FY2016 request for \$1.2 million and AmCad.

The five-year estimates maintain 3% growth from this point forward and maintain the current tax rate at \$0.2375. This does not take into account adding the additional \$29 million available in road bonds that could be sold. It does take into account the elections refresh, Sheriff's office radio system, opening a new pod, re-staffing Juvenile and the Health Care Foundation Fund. The Court needs to consider adding on PeopleSoft upgrades, CPS's request, the Election/Records Building and AmCad. (Time: 9:24 p.m.)

Judge Self asked Tracy Homfeld, Engineering, to address the Court regarding the five-year estimate and the Outer Loop ROW (Right-of-Way) developments. Ms. Homfeld said there are two Outer Loop projects going on now. One is the interchange at US75 and the Outer Loop. Jacobs Engineering is doing some updated traffic projections which will go back to HNTB Corporation to refine the connections to US75. That should be done within one or two months. Then COG (Council of Governments) can start the environmental document which would need to go through TxDOT for approval since it connects to US75. That should take six months. By May 2015 the environmental document should be completed and we can have the public hearing. ROW acquisitions can begin after the public hearings. Based on rough calculations, ROW should cost approximately \$2 million for the 15 acres required for this intersection.

The second project is segment 3A from DNT (Dallas North Tollway) to east of SH289. The schematic is almost complete but we are asking our engineer to go back and refine their scope and include the intersections at DNT and SH289 to do a 10% – 15% engineering so we can acquire ROW. We will be bringing back a refined scope for the Court to consider. Then the engineer will do the low-level engineering for those intersections and COG will include that in the environmental document. We should have the public hearing in the spring and be able to start acquiring ROW for that section in late spring. An estimate for ROW for that section is approximately \$18 million.

Commissioner Webb talked to TxDOT and explained, when the project is done, we will get the \$20 million back. The more we push things along the quicker they will react and move forward. This will accelerate the project and save us a lot of money and this is a good use of fund balance. Judge Self recommended putting \$20 million in this year's budget for ROW acquisition for the Outer Loop.

Commissioner Webb asked Engineering to come up with a plan for the next step after the ROW acquisition. (Time: 9:30 a.m.)

Continuing with the five-year plan, after a brief discussion the Court decided to put AmCad into the FY2016 budget.

Commissioner Williams asked about PeopleSoft. Ms. Jacobson said this is a major upgrade and outside consultants are always expensive. The next version is in June 2015 and there are support issues once the system is two versions behind in upgrades.

The Elections/Record Building was also discussed. Mr. Bilyeu explained the long-term plan was to move that space just north of the courthouse. There was also a discussion about renting space on either side of the current building when those tenants leave. This could be done more inexpensively than building. Judge Self said that item can be moved to FY2018.

The long-term plan also included moving the ME (Medical Examiner.) Judge Self suggested moving the ME sooner rather than adding space to the ME's current building. (Time: 9:40 a.m.)

Judge Self recessed the meeting of the Commissioners' Court Budget Workshop Special Session at 9:41 a.m. The meeting was reconvened at 10:09 a.m.

## 5. Discussion of Proposed FY 2015 Tax Rate

- a. Effective Tax Rate
- b. Rollback Tax Rate
- c. M & O Tax Rate
- d. Debt Service Tax Rate
- e. **AI-38685** Total Tax Rate – Record Vote to Propose Tax Rate

Monika Arris, Budget, explained the FY2015 tax rate. The current tax rate is \$0.2375 with no tax rate increase for 21 years. If this tax rate remains or a lower tax rate is approved, Collin County would not have raised taxes since 1993, which is 22 years. There has been a 5% homestead exemption for five years. The adjusted taxable value, certified by the Central Appraisal District, is \$86.4 billion for a 9.2% growth over last year. The average home in Collin County is appraised at \$257,767 for an average total tax bill of \$581.59 for the 2014 tax year. This is an 8.3% increase, or \$44.53 more for the average home over last year.

Ms. Arris then explained truth-in-taxation calculations. The effective tax rate is a calculated rate that provides the County with the same amount of revenue it had in the previous fiscal year for properties that existed in both tax years. The 2013 adjusted total property taxes are divided by the 2014 adjusted total property value to determine this year's effective tax rate equaling \$0.223782. The effects of the tax rate are determined by the increases or decreases in the appraised value each year for properties that existed in both tax years. If appraised values go up, the effective tax rate goes down and vice versa. If the appraised value stays the same, the effective tax rate will also stay the same.

The rollback rate is a calculation that splits the tax rate into two separate components - maximum operating rate and debt service rate. The rollback rate allows the County to raise the same amount in operations as in the prior year plus an additional 8%. The County's maximum operating rate is \$0.183446 and the debt service rate is \$0.057732 totaling this years' rollback rate of \$0.241178. This total is what the County could adopt without going to a rollback collection. Currently the recommended budget proposed an operating tax rate of \$0.179768 plus a debt tax rate of \$0.057732 for the proposed total tax rate of \$0.2375.

Commissioner Hill presented on the second edition of the tax rate. After county government has been funded, with money set aside for emergencies, capital improvements and infrastructure improvements, there is still a healthy fund balance. The Commissioner is very encouraged and feels the Court has an obligation to return these funds to the taxpayers. He would like the Court to reduce the tax rate this year and moved to support the second revision of \$0.235. Commissioner Reid agreed with Commissioner Hill's proposed tax cut and said the 3% rate of growth is a very conservative projection. If the County continues to grow at the current rate, the fund balance could continue to grow substantially.

Commissioner Williams said adopting a budget with more expenditures than revenues is really the only way to seriously impact the fund balance. Lowering the tax rate will not have a dramatic impact on the fund balance.

Commissioner Webb said he supports Commissioner Hill's proposal but does not want the Court to get itself into a situation whereby it is forced to raise the tax rate because the rate is too low and growth has stopped.

Judge Self asked if tax rates are not reduced in good times or bad times, when will rates be reduced? The Court should plan to never put the county in a position to raise the tax rate. We are struggling for the equilibrium to take us through the good times and the bad times and have to remember it is cyclical. There are some major expenses coming and the Court should focus on what Commissioner Williams said and assume that we will continue to make large one-time expenditures. Judge Self proposed not cutting the tax rate as much as Commissioner Hill proposed.

Commissioner Webb said there may need to be another bond issue and wants to make sure they are not foregoing the opportunity to have a bond issue without a tax increase. If the constitutional amendment passes, there will be money and TxDOT will look at leverage and be more inclined to fund counties that are putting money into the deal. The Commissioner thinks the County will reach double digits in growth next year. That is part of the reason the Commissioner believes \$300 million in transportation can be leveraged into \$2 billion worth of projects. No other county will have that kind of money available and the Commissioner is good with a \$0.125 reduction.

Judge Self said there will be a major reduction in the debt service fund between FY2019 and FY2020. With more than \$6 million available every year the Judge is more comfortable with the larger reduction in that tax rate. Commissioner Williams is concerned about being forced to increase the tax rate if there was a downturn. Judge Self said a downturn would result in either raising the tax rate or cutting services. Commissioner Williams said that this Court and the prior Court have taken a lot of steps to create efficiency so there won't be a lot of options for cuts to be made. The Commissioner is comfortable with this but wanted the Court to acknowledge that cutting the tax rate does not mean the fund balance will not continue to grow and the Court may be getting to a point where it would need to be more cautious about cutting the tax rate. (Time: 10:40 a.m.)



A motion was made to adopt \$0.235 as the 2015 Total Tax Rate. (Time: 10:43 a.m.)

Motion by: Commissioner Chris Hill  
Second by: Commissioner Mark Reid  
Vote: 5 – 0 Passed

**COURT ORDER NO. 2014-559-08-21**

**6. AI-38686 Schedule Public Hearings**

1. Monday, September 8, 2014, at 6:00 p.m. in the City of Allen, City Hall, 305 Century Parkway, Allen, TX. (Regularly scheduled Commissioners' Court meeting date.)

2. Monday, September 15, 2014, at 1:30 p.m. in the Jack Hatchell Administration Building, Commissioners' Courtroom. (Regularly scheduled Commissioners' Court meeting date.)

A motion was made to hold FY2015 Tax Rate hearings on Monday, September 8, 2014, at 6:00 p.m. in the City of Allen, City Hall, 305 Century Parkway, Allen, Texas and Monday, September 15, 2014, at 1:30 p.m. in the Jack Hatchell Administration Building, Commissioners Courtroom. (Time: 10:44 p.m.)

Motion by: Commissioner Chris Hill  
Second by: Commissioner Cheryl Williams  
Vote: 5 – 0 Passed

**COURT ORDER NO. 2014-560-08-21**

Ms. Arris stated the proposed budget will be filed Monday, September 15, 2014, and on the external website for citizens to see and filed with the County Clerk's office. On Monday, September 22, 2014, at 1:30 p.m. in the Jack Hatchell Administration Building, Commissioners' Courtroom a public hearing will be held on the proposed budget as well as the adoption of the FY2015 budget, fee schedule and tax rate.

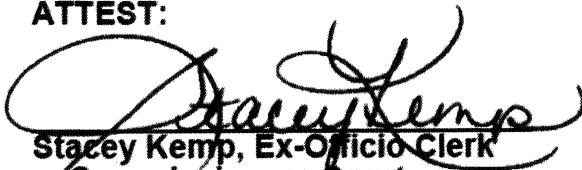
There was a brief discussion clarifying the costs for the Constable 4 office that was added to the five-year plan as well as discussion on the two positions in the District Attorney's office that are in contingency. The Court agreed to put the CPS and CAC positions for the District Attorney's office in the proposed budget. (Time: 10:46 a.m.)

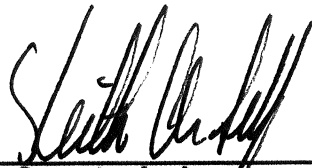
**EXECUTIVE SESSION**

The Court did not recess into Executive Session. There being no further business of the Court, Judge Self adjourned the meeting at 10:46 a.m.



ATTEST:

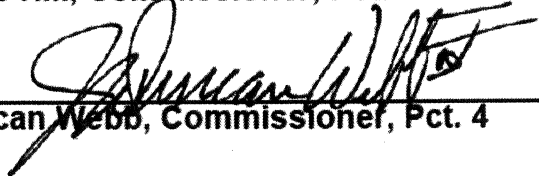
  
Stacey Kemp, Ex-Officio Clerk  
Commissioners Court  
Collin County, T E X A S

  
\_\_\_\_\_  
Keith Self, County Judge

  
\_\_\_\_\_  
Mark Reid, Commissioner, Pct. 1

  
\_\_\_\_\_  
Cheryl Williams, Commissioner, Pct. 2

Not Present  
\_\_\_\_\_  
Chris Hill, Commissioner, Pct. 3

  
\_\_\_\_\_  
Duncan Webb, Commissioner, Pct. 4