

STATE OF TEXAS

COMMISSIONERS' COURT SPECIAL SESSION

MEETING MINUTES

COUNTY OF COLLIN

AUGUST 13, 2018

On Monday, August 13, 2018, Tuesday, August 14, 2018, and Wednesday, August 15, 2018, the Commissioners' Court of Collin County, Texas, met in a Special Session Workshop 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 Susan Fletcher, Precinct 1

Commissioner Cheryl Williams, Precinct 2

Commissioner John Thomas, Precinct 3

Commissioner Duncan Webb, Precinct 4

Commissioner Susan Fletcher, Precinct 1, was absent on Monday, August 13, 2018.

1. Judge Self called to order the meeting of the Collin County Commissioners' Court Budget Workshop Special Session at 2:44 p.m.

2. Public Comments.

Monday, August 13, 2018 at 2:44 p.m.

1. Overview of Budget Workshop Agenda

Monika Arris, Budget, presented an overview of the FY2019 Budget Workshop Agenda.

2. AI-45297 Recommended Budget Overview

a. General Fund

b. Road & Bridge Fund

c. Operating Funds

d. Health Care Trust

e. Total Combined Budget

3. Permanent Improvement Fund – FY 2019 Recommended Projects

The starting point for the General Fund Budget for FY2019 is \$200.8 million which includes a one-time capital expenditure of \$1.1 million for TCDRS (Texas County and District Retirement System). There are also various items up for Court consideration totaling over \$9 million. Revenue for the General Fund is estimated to be between \$172.4 million and \$188 million depending on the tax rate. The Road & Bridge Fund budget is \$24.7 million which is up slightly from last year. Tax dollars have not been given to the Road & Bridge Fund since FY2017. There are \$2 million in projects for the Permanent Improvement Fund for FY2019. Operating Funds for the County include the General Fund, Road & Bridge Fund and Permanent Improvement Fund. The Operating Funds budget totals \$226.4 million plus other Court consideration items and market movement. The revenue for the Operating Fund depends on the tax rate.

The remaining funds supported by tax dollars are Debt Service. The Debt Service payment will drop for FY2019, therefore Ms. Arris is requesting approval of a resolution to call outstanding bonds for redemption in the amount of \$27.09 million. In order to meet the debt obligation for FY2019, including the call, the tax rate would need to be \$0.053573. One of the reasons for doing this is to save future interest costs for taxpayers. The Healthcare Fund Budget will require a transfer of \$1.8 million from the General Fund.

The Total Combined Budget is \$369.1 million plus the \$1.1 million for TCDRS and just over \$9 million for Court consideration items. On the revenue side, there is \$106.1 million in revenues from court costs, fines and fees and the tax revenues totaling between \$245.9 million and \$261.5 million. Lastly, Ms. Arris reviewed the higher ticket items for FY2019 Department Improvements which totaled \$12.1 million, new positions requested totaling \$0.9 million, and outside agency requests. (Time: 3:13 p.m.)

Judge Self recessed the meeting of the Budget Workshop Special Session at 3:13 p.m. until 9:00 a.m. on Tuesday, August 14, 2018.

Tuesday, August 14, 2018 at 9:00 a.m. – Wednesday, August 15, 2018 at 9:00 a.m.

4. Outside Agencies

5. Items for Court Consideration

a. Elected Officials / Department Heads Who Wish to Address the Court

b. Other items for Court Consideration

c. Compensation / Benefits – Discussion & Any Action

Judge Self reconvened the meeting of the Budget Workshop Special Session at 9:00 a.m. on Tuesday, August 14, 2018 to hear Elected Officials and Department Heads who wished to address the Court.

Jim Skinner, Sheriff, came forward to give a presentation on the personnel request for the admissions/release section of the jail. First the Sheriff thanked the Court for helping with the plan to enlarge and reconfigure the Patrol Division in the FY2018 budget.

The Sheriff continued with the request of the additional eight detention officers and four sergeants in the admissions/release section. The request is centered on population growth, the felonization of the jail and increased workloads. The SO (Sheriff's Office) is short 48 positions across the system.

Staffing is based on: 1) workload growth – county population, daily jail population, the Sandra Bland Act, intake/release duties and the Damon Alan Act which is bail reform; 2) workforce performance – inmate processing; and 3) authorized staffing. The grand total for pay, benefits, uniforms and training for the requested positions is \$794,294.

The detention center consists of four clusters of pods. In the main jail housing, 1,082 inmates can be contained in the four clusters with 24 more in the infirmary. Jail capacity is 1,298 inmates – 1,106 in the main jail and 192 in minimum security. The manageable capacity based on the number of staff operating in the jail is 1,048 inmates – 870 in the main jail and 178 in minimum. The authorized number of FTEs (Full-Time Employees) for the detention center is 307 – 243 detention officers, 39 supervisors, and 25 civilians.

The admissions/release section is a 42 inmate capacity holding facility. Since 2017, 43 detention officers and 11 sergeants have been authorized. Recently, the Sheriff took two officers and two sergeants from other areas of the detention center and assigned them to admissions/release in order to alleviate some of the problems being faced. Sheriff Skinner explained the process of intake and release of inmates by the officers/stations in admissions/release. From start to finish the process to fully intake one inmate under ideal circumstances with no distractions is 90 to 105 minutes. Current staffing of the admission/release section per shift is: A Shift – seven detention officers and two sergeants for a total of nine FTEs; B Shift – eight detention officers and two sergeants for a total of 10 FTEs; and C Shift – six detention officers and two sergeants for a total of eight FTEs.

The rapid growth of Collin County is a concern when it comes to the jail. It increases the average total daily population in the jail. From 2014 to 2017 the average total daily population increased 9.6% which is 3.2% annually. Cluster 4 was built in 2007 with the capacity of 288 inmates – four pods with 72 inmates in each. Staffing for the cluster was calculated at 46 positions, but only 22 were authorized due to the actual number of inmates at the time. Over the last two years the last two pods had to be staffed fully; however, it is operating without the 24 remaining positions.

The formation of the Criminal Justice Committee, which includes the SO, District Attorney and District Judges, has helped in jail population efficiency. This resulted in a drop in jail population at the end of 2017, a reduction of bench warrants, and a reduction of the 365 day list. Visitation between attorney and clients has also improved.

Even with more efficiency the population is now going up. Currently the jail is operating above what can safely be managed based on the number of officers.

In order to manage numbers the Sheriff plans to meet with the federal judge in Plano to explain that the Collin County jail will not be able to continue to carry federal inmates. This will reduce the number by 40 inmates. He is also making preliminary moves with sheriffs across North Texas to transport prisoners to other counties because there is no more room to house them with the current number of officers.

There has been an 11% increase in the number of bookings between FY2015 – FY2017. The actual number of bookings increased from 19,332 to 21,809 which has made a significant impact on the officers working in the jail. At the same time there was a 6% increase in the number of releases. The average hours of incarceration to housing during the same time period showed a 62% increase. Year-to-date the average is 77%.

Commissioner Williams asked what happens when the capacity in the admissions/release waiting area exceeds 42 inmates. Sheriff Skinner said chairs will be brought down from magistration and packed into the room. This is a routine process that occurs on Friday, Saturday and Sunday nights. The problem is there is nowhere to detain more than 42 inmates. People would have to be moved around the facility. In regard to space issues, the Sheriff has asked for this area to be redesigned.

Staffing levels have been unchanged since FY2007. When talking about the admissions/release section, the issue is not manning the section, it is staffing the section. Manning is always at 100%. PTO (Paid Time Off) and comp time balances for the detentions officers in this section equate to approximately 7,355 hours accrued with only 2,844 hours used. As for sergeants in this section, the PTO and comp time balances equate to 2,584 hours with only 575 hours used. The employees are exhausted. Because of mandatory minimum staffing requirements there is no choice but to call an officer in or hold an officer over from a shift. Over a two-year period the total PTO loss for the SO is 21,000 hours. Of that, 10,799 hours of lost PTO was in jail operations and 3,006 hours of lost PTO was in admissions/release.

The Collin County SO is higher than its peers in turnover. Sheriff Skinner attributes this to an exhausted workforce. A letter from an officer who recently resigned explains the frustration level many employees feel right now. They do not feel they are in the same situation as other Collin County employees. Other employees are able to realize the benefit of PTO. SO employees are different because they work 24-hours a day, seven days a week, in a high stress environment.

The SO has 28 open positions of which only seven are in the jail. When Sheriff Skinner came into office in 2016 there were over 40 openings in the jail. In 2017 over 100 replacement officers were hired and trained. Most of the turnover is not due to those who are retiring. Part of the problem is the SO hasn't had any additional employees since 2007 which means there is not a relief factor. The SO is actually operating with less employees than in 2007.

Sheriff Skinner shared a slide showing where Collin County compares with its peers on the percentage of overall county budgets spent on the SO. Collin County runs lean at 12% and is much lower than its peers, but the Sheriff is proud that the SO runs as efficiently as it does. However, this does create an issue with staffing requirements in the jail and it needs to be corrected especially in the admissions/release section where the workload has grown. Commissioner Thomas suggested staffing up to the 12 positions which is 2.2% of the SO staff with the Sheriff's current budget. Authorizing the 12 positions will never exceed the budget because the turnover rate is high.

Sheriff Skinner said the theory is correct, but if the SO became more efficient in recruiting, the addition of more people will relieve the pressure causing the high turnover rate. If the SO becomes fully staffed, what happens in the late part of the year when there aren't enough funds to bridge the last few months? Commissioner Thomas said if the SO is fully staffed, it would have to get down to the 2.2% to break even which doesn't count for the six to nine months it takes to hire and train. The Commissioner doesn't see any scenario where adding 12 people would exceed the current budget.

Judge Self shared a presentation on an analysis of detention overtime hours. Of the 243 authorized positions, 25, or 9% of employees, make up 38% of the overtime costs. When looking at the top overtime earners, the top earner is getting a whole base salary's worth of overtime. Comp time is similar with 9% of the employees accounting for a major portion of hours. This is why there is burnout. The letter received from a former employee mentions burnout due to heavy workloads and employees not being able to spend time with family while others are not held to the same standards while benefiting from a lighter workload. The Judge said everyone needs to pull their own weight in the jail. The overtime needs to spread among the employees in order to not have burnout. Sheriff Skinner explained that those 25 employees with high overtime are the ones who are older, who may not have young families at home, and will pick up the phone. Discussion continued.

Commissioner Webb asked what is being done to change the hiring and retention of officers. Sheriff Skinner said the retention problems can be solved by creating an environment in the jail where officers have proper relief. If there is proper relief they can use PTO like other County employees. As for hiring, the Sheriff is working with the military to access candidates who are not able to join the military. These individuals would be great candidates for Collin County. Also, a major corporation in the County is going to provide education to the SO on how to talk, hire, work and retain millennials.

Commissioner Webb asked where the employees with high overtime work. Sheriff Skinner said they are in A Shift – admissions/release, B Shift – housing, C Shift – housing, and open pod. The Commissioner asked why the Sheriff chose to focus on admissions/release this year. The Sheriff said he prioritized by risk factors. This section has the highest risk for escape.

Commissioner Fletcher said in looking at the overall picture, the difficulty with recruiting isn't the competitive salary and benefits, it's that people know they will be asked to work a lot of overtime when they can go to a different agency and not work overtime. The jail is critically understaffed and the only way to solve this is to add positions. The Commissioner asked how the 28 open positions throughout the jail and the new 12 admissions/release positions will get filled. Sheriff Skinner said the way to do it with the least cost to the County is if the Civil Service Commission will agree to the recommendation of allowing a lateral transfer program and modification to the Civil Service Code.

If approved the Sheriff can hire, for example in the patrol division, a 20-year veteran who wants to retire from his current agency but is not ready to quit working. This will provide experienced officers for both patrol and detention at a faster pace. Commissioner Webb would like to see a comprehensive memo/outline on what the SO is doing to accelerate hiring. Discussion continued.

Commissioner Williams asked what needs to be done to increase the Sheriff's allotment of positions without increasing the budget. Monika Arris, Budget, said this would require a court order from the Court authorizing the positions.

Commissioner Thomas said in his short time on the Court he is very impressed with the leadership in the SO. (Time: 10:29 a.m.)

Judge Self recessed the Budget Workshop Special Session at 10:29 a.m. and reconvened at 10:38 a.m.

Judge Paul Raleeh, Justice of the Peace, Precinct 1, and Administrative Judge for the Justice Courts, came forward to address the Court. Five years ago, Judge Raleeh agreed to do magistrations for an extra \$10,000 per year for each of the two judges performing this function. Judge Raleeh is asking for an increase to \$30,000 per year per judge to continue doing magistrations for another five years. Secondly, there has been a request to do two arraignments per day at 9:00 a.m. and 9:00 p.m. Judge Raleeh is prepared to do this but said it cannot be done with the two court employees he has. Currently, these two employees are rotating seven days a week including weekends and holidays, but they cannot include evenings as well. There was a brief discussion on other possible options for magistrations in the future. (Time: 10:51 a.m.)

Stacey Kemp, County Clerk, gave a brief overview of the major concerns with AmCAD which was installed in FY2005. Since the purchase of AmCAD by Granicus, there has been minimal functional upgrades to the system, and maintenance and technical support has decreased. There is no ability to provide mobile applications which has required IT to write and maintain unique programs in order to support functionality.

As the official custodian of records, the County Clerk is responsible for the proper maintenance and permanent retention of millions of documents. The database not only houses the records, it also allows for the issuance of certified records and cashiering of transactions. It is imperative to have reliable equipment for the recording, issuance and maintenance of vital statistics and official public records in order to stay in compliance with statutory requirements. Ms. Kemp explained some of the functional requirements of a new system. The Court expressed their support for this, and Commissioner Williams suggested taking the \$6 million from the fund balance.

The next item Ms. Kemp requested was a Lead Clerk - QC (Quality Control) for County Court at Law Clerk. This position would manage the five clerks handling the QC function. Since the beginning of FY2018 through July, 475,175 documents have passed through QC. Ms. Kemp offered additional statistics if the Court required them. (Time: 11:01 a.m.)

Jim Skinner, Sheriff, came forward again regarding his request to change the replacement vehicles from SUVs to trucks. Two vehicles up for replacement are Ford Expeditions, and the Sheriff would like to change those to Ford police pickup trucks. The main reason for the request is the carry capacity is greater in the pickup trucks. The increase in cost of \$20,000 would cover both vehicles. (Time: 11:05 a.m.)

Commissioner Thomas would like the Court to consider approving the Product Owner (re-engineer) position in the IT department. The candidate who would fill this position is one that is trained in industrial re-engineering. Because there is enough work with applications and processes in the County this position would be beneficial in saving dollars. One example is annual printing costs. The last fiscal year's estimated printing for the County was 5.9 million pages. The estimated printer maintenance and consumables was \$530,000 and the estimated cost per page was 8.9 cents. The top 10 printing offenders printed 2.4 million pages with an estimated printer cost of \$213,600. The amount budgeted for the Product Owner (re-engineer) is \$105,682. If the Product Owner worked to re-engineer processes in these 10 departments, the County would see the return on investment for the position. There was a brief discussion on who the position would report to. Commissioner Thomas believes \$110,000-\$125,000 plus benefits would be more appropriate for the position than \$105,682. (Time: 11:18 a.m.)

The next item was an additional IT Security Analyst. Commissioner Thomas said there is a need for more staff for this area. It would be wonderful if the County could get to 24/7 coverage with staff and a contracted monitoring service. At minimum, he recommends having two additional positions. Caren Skipworth, CIO, said cyber-attacks are increasing which is a constant battle and it is too much for the two current employees to handle. Ms. Skipworth ran through the list of projects for the IT Security Analysts. There is more than enough work for four positions. Budget has recommended one IT Security Analyst position and a 24/7 monitoring service contractor for off hours and holidays. Commissioner Thomas recommends adding a second IT Security Analyst position to that recommendation. (Time: 11:28 a.m.)

The next item discussed was the recycle program. Commissioner Thomas said garbage is being put in the recycle bins contaminating the recyclables. The program no longer makes economic or environmental sense. He recommended the program be shut down because it is a waste of County money. Commissioner Williams agreed and said it is a tremendous time user of County staff.

Commissioner Thomas also recommended doing away with the free trash day. All citizens of the County are paying for the free trash day, but user fees would make more sense. Commissioner Williams said there was a desire to eliminate illegal dumping with the program, but she is not sure there has been a significant benefit.

Jon Kleinheksel, Public Works, said between 850-950 residents use the service each month. Since the inception of the program 54,000 tons of trash has been collected. Illegal dumpsites have decreased from 1,907 to 56 since 2005. This reduction is only in part to the free trash day. An environmental officer was brought on in 2010 which made a big difference in the reduction of illegal dumpsites. Mr. Kleinheksel said the free trash day should be kept, but the recycle program should not. (Time: 11:38 a.m.)

The next item was \$3,000 for trees for Myers Park. Commissioner Webb would like more trees planted in the northwest portion of the park where the soccer fields were located. There is irrigation now and the trees should be able to grow. (11:42 a.m.)

Commissioner Thomas recommended \$10,000 to refurbish the tire biter at the gate into the judges' parking lot at the courthouse. (Time: 11:43 a.m.)

Commissioner Thomas also recommended a Christmas event for employees. He suggested \$15,000 for the event. (11:44 a.m.)

Judge Self recessed the Budget Workshop Special Session at 11:46 a.m. and reconvened at 1:05 p.m. to hear Elected Officials, Department Heads and Outside Agencies who wished to address the Court.

Commissioner Webb revisited the 24/7 contracted monitoring service for IT. He asked Ms. Skipworth what the service provides. Ms. Skipworth said the service will monitor 24/7, 365 days a year and alert IT of any discrepancies, inconsistencies, potential threats and will eliminate false threats. At that point it will be IT's responsibility to handle any issues. The Commissioner asked if the County is getting value from the monitoring versus having two more people on staff.

Ms. Skipworth explained the value received from the monitoring service would be afterhours, weekends and holidays. Two people will not give that kind of coverage. Steve Ganey, IT, said the amount of data that comes in on the dashboard, even though it is automated, is so great that it is a daunting task to view every alarm. Ms. Skipworth said Collin County is ahead of its peers in cyber security. (Time: 1:07 p.m.)

Judge Weldon Copeland, Probate Court 1, came forward to request three items. The first was a new electronic recording system to use during proceedings where a record is needed and a court reporter is not scheduled. Currently, the electronic recording system is partially functional and does not produce a reliable record to give to the Court of Appeals. The approximate amount for the system is \$40,000 as recommended by IT. The second item was mental commitment legal expenses. There has been a tremendous increase in mental commitment cases over the last few years. The number of cases in 2016 was 1,429. So far this year there have been 1,800 cases and it is expected to increase to 2,700 by the end of the year. Historically the attorneys have been paid \$100-\$110 per case, but with the increase in cases the amount is more like \$65-\$70 per case due to the same budgeted amount. Judge Copeland requested the amount per case be brought back up to \$100 for an increase of \$136,360 to the already recommended \$163,640 for mental commitment legal expenses.

The last item was a budget increase for Hearing Masters due to the increased number of applications for mental commitments after normal business hours. Associate judges are used for these mental commitments and are paid \$150 per call. Judge Copeland requested \$10,000 above the budgeted amount.

Judge Copeland also made the suggestion of transferring the budget for the attorneys and associated judges out of the County Clerk's budget. Twenty-five years ago, the entire apparatus of mental commitments was moved into the County Clerk's budget from the Probate Court's budget because a portion of the duties were to be done under that office per the government code; however, the attorney and associate judge budget should have remained with the Probate Court. He said it is unfair for the County Clerk to take the budget hit and look as if that office's budget is growing by these large amounts of money. The County Clerk has no control over what the attorneys or associate judges do or what they get paid. Ms. Arris said Budget is good with moving this over in FY2020. They would like to wait until then due to the new financial system. Judge Copeland agreed FY2020 would be fine. (Time: 1:24 p.m.)

Randy Routon, Ph.D., CEO of LifePath Systems, came forward to address the Court. Dr. Routon explained some of the grants LifePath has received, and what they are doing to bring more services to Collin County. These grants are for mental illness, substance abuse, more psychiatric beds and early intervention for first episodes of psychosis. The number of requests for help with mental health issues has increased, and one of the biggest areas of need is in substance abuse.

Dr. Routon requested shifting some existing funds for outpatient competency restoration to match state funding. However, additional funding is being requested for IDD (Intellectual and Developmental Disabilities) and ECI (Early Childhood Intervention). The state legislature gave no new funds for these. There are approximately 2,800 people in Collin County who are waiting for IDD services. ECI provides medical and developmental services to approximately 800 Collin County babies from birth to three years old who are significantly delayed. The return on investment for ECI is well documented.

By helping these children get closer to their developmental milestones at the earliest age possible, taxpayers avoid additional costs in schools and adult support systems. Over the last six years, Texas has lost almost 40% of its ECI providers due to insufficient funding.

LifePath is trying to make the community aware of their services. They have posters and billboards going up to encourage people to call the crisis hotline as opposed to calling 911. They are also working with newspapers to get the message out. There was a brief discussion regarding the core responsibilities of the County and the increasing demand for services. (Time: 1:54 p.m.)

James Tippett and Robb Temple, Independent Bank, came forward to request Collin County's support and commitment of \$1 million to be paid over three years to help build an FQHC (Federally Qualified Health Center) anchor facility in McKinney. An FQHC will address the challenge of access to affordable healthcare in Collin County.

The FQHC is already operating in a temporary site as the FHC (Family Health Center) on Virginia Parkway in McKinney. Each week the FHC is adding 130-150 new patients and has plans to absorb an existing OB/GYN (Obstetrics/Gynecology) practice which primarily serves Medicaid patients. Through the partnership, County employees would receive a 25% discount on services and be eligible to use the 340B prescription program if seen and prescribed medication by an FQHC doctor. This would include spouses and tax eligible dependents. The impact on County citizens is significant in that FQHCs address the population that is 200% or more below the poverty level.

Mr. Tippett said Independent Bank believes an FQHC is a sustainable project. The two main factors that make it sustainable are having a permanent facility and having a certain density of Medicaid and Medicare patient volume. The estimated capacity of operation for the new facility is 25,000 unduplicated patients with 75,000 visits annually. The current space is limited to 7,000 unduplicated patients with 21,000 visits annually. The FQHC has relationships with hospitals to accept referrals for specialty care while the FQHC provides primary care keeping patients out of emergency rooms.

Commissioner Webb asked if this program would compete with Project Access which serves the indigent population. Mr. Tippett said it could compete with Project Access because of the 200% of poverty and below, but the FQHC's current patient population serves less than 10% of indigent individuals. Project Access could be replaced by the FQHC or even partnered with if the indigent population needs increase. Commissioner Williams sees this program as complimentary to Project Access because the demand is so great.

Mr. Tippett said the plan is to have multiple clinics across Collin County, not just one giant facility. Once the FQHC is up and running they plan to partner with medical school residency programs. (Time: 2:16 p.m.)

Mike Rumfield, Deputy Constable II, Precinct 4, came forward representing Constable Joe Wright. Deputy Rumfield reviewed the cumulative work experience of the Constable's Office and the workload statistics. Constable Wright is requesting a Writ/Order of Sale Execution Specialist. This deputy will become a subject matter expert in laws regarding executing many types of writs, in addition to absorbing the increase in writ numbers from other district deputies. This will allow the remaining civil district deputies to handle the current workload and absorb additional increases in the upcoming years.

The Constable's Office is also requesting a part-time Bailiff. The Constable is statutorily required to provide bailiff services to the Justice of the Peace in their precinct. Utilizing full-time deputies is not the most monetarily efficient use of time. A majority of comparable counties utilize a part-time or full-time deputy to perform bailiff duties. (Time: 2:32 p.m.)

Trisha Dowell, Director of the Rike Memorial Library in Farmersville, and Cathy Dunkel, Director of the Lois Nelson Public Library in Princeton, came forward and said they are asking for \$85,850 for the libraries of Celina, Farmersville, Melissa, Prosper, Princeton and Wylie. These funds are used for staff, technology, materials and reading programs. Libraries are gathering places for all citizens of the community to come for information, education, entertainment and socialization. There was a brief discussion on the number of unincorporated library members in the County. Commissioner Webb questioned why the allocations to the cities are all the same when the number of unincorporated members are not equal for all the libraries. Ms. Dowell said the library directors met and decided to split the funds equally. Discussion continued on subsidizing city budgets for libraries and user fees for those outside city limits. (Time: 2:58 p.m.)

Judge Self recessed the meeting of the Budget Workshop Special Session at 2:58 p.m. and reconvened at 3:13 p.m.

Terri Green, CPS (Child Protective Services), came forward to give a brief update on the CPS Board, and to ask the Court to approve the same budget they have had for the past three years. They recently had their Back-to-School Fair and served over 500 children. (Time: 3:23 p.m.)

Larry Collins, Collin County Historical Commission, came forward to request a 10% increase in their FY2019 budget request. Mr. Collins said they have received 15 grant requests totaling just over \$48,000, and they would like to make more funds available for these grants. The grant program is half of their budget. The other half is historic asset surveys. They work on county and state markers, cemeteries, and put on various workshops. (Time: 3:30 p.m.)

County Extension salary supplement was the next item discussed. Monika Arris, Budget, said in 2017 the supplement was \$24,265.86. Due to a calculation error in PeopleSoft the new budget was not there in 2018 to continue the supplement. What was in the budget was divided up by the agents for \$13,610.50 each.

Budget and HR are aware of the issue and corrections have been made. Ms. Arris said the supplement of \$24,265.86 is not in the recommended budget. The total for the four agents would be \$49,447 added to the budget. (Time: 3:33 p.m.)

Bill Bilyeu, County Administrator, presented a budget request on behalf of Michael Stephens, Collin County Game Warden. Legislature has three game warden positions, but two are vacant. Once a year game wardens are allowed to transfer, and Mr. Stephens is actively recruiting to fill the vacant positions. Mr. Stephens has asked for a consumable supply budget totaling \$8,110. This does include some items for two additional game wardens. (Time: 3:40 p.m.)

The Court reviewed the list of items discussed for consideration. Ms. Arris presented slides on the expenditures versus revenue options. This includes the FY2019 recommended base budget plus final market movement plus court consideration and other potential items.

There was a brief discussion regarding TCDRS (Texas County and District Retirement System). Judge Self said 8% has been the county standard for the last five years. For the last two years the County has had to put in money over the 8% to make the account whole. This year TCDRS is underfunded by \$1.1 million. Judge Self shared a slide with possible options for employer matching rates and employee deposit rates. The first was 6% employee deposit rate with 220% employer matching which would result in an overfunded actuarial liability of \$155,424. The second option was 7% employee deposit rate with 190% employer matching rate which would result in an underfunded actuarial liability of \$62,255. The third option was 7% employee deposit rate with 185% employer matching rate which would result in an overfunded actuarial liability of \$486,938. The Judge believes the second option would be best for the employees because it would be easier to change the employer matching rate rather than the employee deposit rate. (Time: 3:58 p.m.)

The Court revisited the lighting request for the Medical Examiner's parking lot. Bill Bilyeu, County Administrator, said the request should be reduced from \$100,000 to \$10,000. Trees have been trimmed and the Sheriff's Office has provided a radio for the overnight person to use. (Time: 3:59 p.m.)

Commissioner Williams suggested taking \$411,070 out of the general fund for one of the radio maintenance contracts and paying it out of the remainder of the radio project funds. One of the maintenance contracts will be falling off next year leaving funds available for this to be possible. Ms. Arris added the removal of the \$411,070 to the list of items for consideration. (Time: 4:05 p.m.)

A motion was made for the library funding to be contingent on the amount, if any, the County receives from the state in the economic development fund. The motion was not seconded.

A motion was made to keep the \$85,850 in the budget for the libraries, but split the funds between the libraries based on the 2017 number of County residents served by each library. (Time: 4:10 p.m.)

Motion by: Commissioner Duncan Webb
Second by: Judge Keith Self
Vote: 4 – 1 Passed
Nay: Commissioner Cheryl Williams

A motion was made to remove the 10% increase to the Historical Commission funding. (Time: 4:12 p.m.)

Motion by: Commissioner Duncan Webb
Second by: Commissioner Susan Fletcher
Vote: 5 – 0 Passed

A motion was made to eliminate the recycle program. (Time: 4:13 p.m.)

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

Judge Self recessed the Budget Workshop Special Session at 4:15 p.m. until 9:00 a.m. on Wednesday, August 15, 2018.

Judge Self reconvened Budget Workshop Special Session at 9:00 a.m. on Wednesday, August 15, 2018.

1. **AI-45294 Salary Increases – Pay for Performance**
2. **AI-45295 Salary Increases – Market Movement**
3. **AI-45269 Uniform Pay Policy**
4. **AI-45287 Elected Officials Salaries Proposal**
5. **Benefit Change Discussion and any action**
6. **AI-45298 Commissioners Court Changes to Recommended Budget**

Cynthia Jacobson, Human Resources, showed the proposed pay scales based on the regression analysis. Pay structure maintenance helps ensure future employees can be hired at competitive rates. It also allows continued growth at the top end of the pay scale for current employees. The projected wage movement budget is \$1.5 million.

The sum of the midpoint ratio compares the sum of employee annual salaries to the sum of pay range midpoints and serves as a marker for how close Collin County actual pay is to the target pay line. The goal is to be near zero variance. The current variance is \$180,000 as of June 1, 2018 which is a significant improvement over last year's variance of \$4.1 million. Ms. Jacobson made no recommendation for a sum of the midpoint adjustment.

A motion was made to approve 3% salary increases, pay structure maintenance, and the amount budgeted for wage movement. (Time: 9:14 a.m.)

Motion by: Commissioner Susan Fletcher
Second by: Commissioner John Thomas
Vote: 5 – 0 Passed

COURT ORDER NO. 2018-655-08-15
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A motion was made to continue the employer contribution rate of 8% for TCDRS (Texas County and District Retirement System), to not do a retiree COLA this year, and cover the unfunded liability for TCDRS. (Time: 9:15 a.m.)

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

Cynthia Jacobson, Human Resources, briefly reviewed the medical plan design considerations for the Court. A motion was made to approve all the design changes except the last line regarding a tier plan. (Time: 9:19 a.m.)

Motion by: Commissioner Susan Fletcher
Second by: Commissioner Cheryl Williams
Vote: 5 – 0 Passed

Ms. Jacobson then reviewed the pharmacy items for consideration. Coupons are being used on high-dollar drugs which also then goes toward the maximum out-of-pocket expenses. The use of these coupons will be monitored. They can still be used, but if no money was spent, then the amount of the coupon cannot go toward the out-of-pocket maximum. With no further discussion, a motion was made to approve the pharmacy considerations. (Time: 9:22 a.m.)

Motion by: Commissioner Susan Fletcher
Second by: Commissioner Duncan Webb
Vote: 5 – 0 Passed

Judge Self read the Uniform Pay Policy on Wednesday, August 15, 2018: “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 or badge readers shall be used to record employee time.” With no discussion, a motion was made to adopt the Uniform Pay Policy. (Time: 9:24 a.m.)

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

COURT ORDER NO. 2018-657-08-15

7. Final Review of Add/Delete List

8. Court Recommended Budget Review

a. General Fund

b. Road & Bridge Fund

c. Operating Funds

d. Health Care Trust

e. Total Combined Budget

9. Discussion of Proposed FY 2019 Tax Rate

a. Effective Tax Rate

b. Rollback Tax Rate

c. M & O Tax Rate

d. Debt Service Tax Rate

e. AI-45299 Total Tax Rate – Record Vote to Propose Tax Rate

10. Five–Year Plan Review

a. General Fund

b. Road & Bridge Fund

c. Permanent Improvement Fund

d. Health Care Trust

11. AI-45288 Schedule Public Hearings

a. Tax Rate Public Hearings (Tax Code 26.05 & 26.06)

b. Budget Public Hearing (LGC 111.067 & 111.068)

Monika Arris, Budget, presented new totals for the FY2018 Recommended Budget using different scenarios for the effective tax rate, debt service rate, and I&S (Interest and Sinking) rate. The Court reviewed the items discussed for consideration and agreed the AmCAD replacement for the County Clerk should be funded this year.

Judge Self gave a briefing over the detention officer positions. It takes 41 days to hire an officer. In order for the Sheriff to meet his requirements on the number of positions, he can have any number of people in the 41-day window without a position number. During that time he can do personal history, interviews and physicals so that when a termination comes up all that is needed for the new hire is preapproval for employment from HR. This is very flexible and could help fill positions and reduce turnover. Currently, there are 12-15 vacancies per pay period and 10 applicants per pay period. The Judge recommended the Sheriff be allowed to move forward with this plan. Commissioner Webb agreed this will be fine for detention officers, but not for the sergeants because there isn't the same issue with filling the positions. Commissioner Thomas said the Sheriff is \$4 million under budget and this plan is not a long-term solution, but is excellent for the short-term. The Sheriff needs more positions which can be filled with the current budget; however, next year will be different. Commissioner Williams said the Sheriff has clearly indicated these positions are needed. Discussion continued.

Commissioner Thomas recommended approving the 12 detention positions with no addition to the budget and a reevaluation next year. A motion was made to authorize the 12 detention positions with a minimum budget impact of \$23,298 for equipment. (Time: 9:41 a.m.)

Motion by: Commissioner Susan Fletcher

Second by: Commissioner Cheryl Williams

Vote: 3 – 2 Passed

Nay: Judge Keith Self and Commissioner Duncan Webb

A motion was made to approve the change of the two vehicles for the Sheriff's Office from SUVs to trucks for an increase of \$20,780. (Time: 9:41 a.m.)

Motion by: Commissioner Cheryl Williams

Second by: Commissioner Susan Fletcher

Vote: 5 – 0 Passed

A motion was made to approve the JP1 and JP3-2 magistration pay increase. (Time: 9:42 a.m.)

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

A motion was made to approve twice daily magistration. (Time: 9:42 a.m.)

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

A motion was made to approve the County Clerk Lead Clerk position. (Time: 9:42 a.m.)

Motion by: Commissioner Susan Fletcher
Second by: Commissioner Cheryl Williams
Vote: 5 – 0 Passed

A motion was made to approve the IT Product Owner at \$171,751 with the position reporting to the County Administrator. (Time: 9:43 a.m.)

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

A motion was made to approve the additional Security Analyst position. (Time: 9:43 a.m.)

Motion by: Commissioner Cheryl Williams
Second by: Commissioner Susan Fletcher
Vote: 4 – 1 Passed
Nay: Commissioner Duncan Webb

A motion was made to approve an employee Christmas event. The motion was not seconded. (Time: 9:43 a.m.)

A motion was made to approve trees for Myers Park. (Time: 9:44 a.m.)

Motion by: Commissioner Duncan Webb
Second by: Commissioner Cheryl Williams
Vote: 4 – 1 Passed
Nay: Judge Keith Self

A motion was made to approve the Probate legal expense increase. (Time: 9:44 a.m.)

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

A motion was made to approve the Probate hearing master increase. (Time: 9:44 a.m.)

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

A motion was made to approve the electronic court reporting replacement for the Probate Court. (Time: 9:45 a.m.)

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

A motion was made to approve the Writ Execution Deputy for Constable 4. The motion was not seconded. (Time: 9:45 a.m.)

A motion was made to approve the part-time Bailiff for Constable 4. The motion was not seconded. (Time: 9:45 a.m.)

There was a brief discussion on the FQHC. The Court agreed it is a great idea, but should be supported by the private sector. No motion was made. (Time: 9:48 a.m.)

A motion was made to approve the supplies for the Game Warden. There was a brief discussion on the number of supplies needed and the amount requested. The motion was amended to \$5,000 max for the supplies. The motion was not seconded.

A motion was made to approve \$1,036 for game warden supplies. (Time: 9:51 a.m.)

Motion by: Commissioner John Thomas
Second by: Commissioner Cheryl Williams
Vote: 5 – 0 Passed

A motion was made to approve the County Extension supplement of \$49,447. (Time: 9:51 a.m.)

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

A motion was made to remove the radio maintenance of \$411,070 from the recommended budget. (Time: 9:51 a.m.)

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

A motion was made to approve up to \$10,000 to repair the judges' parking lot gate. (Time: 9:52 a.m.)

Motion by: Commissioner John Thomas
Second by: Commissioner Cheryl Williams
Vote: 4 – 1 Passed
Nay: Judge Keith Self

A motion was made to remove \$90,000 out of the Medical Examiner's budget request for parking lot lighting. (Time: 9:54 a.m.)

Motion by: Commissioner Susan Fletcher
Second by: Commissioner Cheryl Williams
Vote: 5 – 0 Passed

A motion was made to pay \$6 million for the AmCAD replacement from surplus fund balance as a one-time expenditure. (Time: 9:57 a.m.)

Motion by: Commissioner Cheryl Williams
Second by: Commissioner Susan Fletcher
Vote: 5 – 0 Passed

Ms. Arris said with the changes made above the total recommended General Fund Budget for FY2019 is \$208 million. The total revenue with \$27 million left on the debt side is \$203 million. The difference between the two is \$5.7 million. With the \$6 million for the AmCAD replacement moved to the fund balance, the total recommended budget is \$202 million. Ms. Arris noted the Court would still have to adopt the budget with the \$6 million included in order to show a deficit budget. (Time: 10:00 a.m.)

Judge Self recessed the Budget Workshop Special Session at 10:00 a.m. and reconvened at 10:25 a.m.

A motion was made to approve the 3% increase budgeted for Elected Officials' salaries. (Time: 10:28 a.m.)

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

COURT ORDER NO. 2018-658-08-15

A motion was made to approve the FY2019 Total Effective Tax Rate of \$0.1807854.
(Time: 10:31 a.m.)

Motion by: Commissioner Cheryl Williams
Second by: Commissioner Susan Fletcher
Vote: 5 – 0 Passed

COURT ORDER NO. 2018-659-08-15

A motion was made to hold Public Hearings on Tuesday, September 4, 2018 at 1:30 p.m. and Monday, September 10, 2018 at 1:30 p.m. in the Jack Hatchell Administration Building, Commissioners' Courtroom. The adoption of the proposed FY2019 Budget, Tax Rate and Fee Schedule is scheduled for Monday, September 17, 2018 at 1:30 p.m. in the Jack Hatchell Administration Building, Commissioners' Courtroom. (Time: 10:32 a.m.)

Motion by: Commissioner Cheryl Williams
Second by: Commissioner Susan Fletcher
Vote: 5 – 0 Passed

COURT ORDER NO. 2018-660-08-15

EXECUTIVE SESSION

The Court did not recess into Executive Session. There being no further business of the Court, Judge Self adjourned the Budget Workshop Special Session at 10:33 a.m. on Wednesday, August 15, 2018.



Keith Self

Keith Self, County Judge

Susan Fletcher

Susan Fletcher, Commissioner, Pct. 1

Cheryl Williams

Cheryl Williams, Commissioner, Pct. 2

John B. Thomas

John B. Thomas, Commissioner, Pct. 3

Duncan Webb

Duncan Webb, Commissioner, Pct. 4

ATTEST:

Stacey Kemp

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