

State of Texas	§	Court Order
Collin County	§	2020-861-09-14
Commissioners Court	§	

On Monday, August 10, 2020 and Tuesday, August 11, 2020, the Commissioners Court of Collin County, Texas, met in a Special Session Workshop in the Commissioners Courtroom, Jack Hatchell Collin County Administration Building, 4<sup>th</sup> Floor, 2300 Bloomdale Road, City of McKinney, Texas, with the following members present, and participating, to wit:

Judge Chris Hill  
Commissioner Susan Fletcher, Precinct 1  
Commissioner Cheryl Williams, Precinct 2  
Commissioner Darrell Hale, Precinct 3  
Commissioner Duncan Webb, Precinct 4

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

**2. Public Comments.**

**Monday, August 10, 2020 at 1:30 p.m.**

**1. Overview of Budget Workshop Agenda**

Monika Arris, Budget, presented an overview of the FY2020 Budget Workshop Agenda.

**2. AI-48797 Recommended Budget Overview**

**a. General Fund**

Ms. Arris presented a five-year General Fund comparison of expenditures versus revenues. The General Fund recommended budget starts at \$214.02 million and could go up to \$217.35 million depending on decisions made this week. The total revenue is estimated to increase by 2.9% to 4.5%, and the total expenditures are estimated to decrease by 1.9% to 3.3%. The Road & Bridge Fund has not received tax dollars since FY2017, and its budget for FY2021 is \$24.7 million.

The Permanent Improvement Fund is funded by tax dollars, and \$1.5 million has been budgeted for FY2021. The revenue is estimated to be \$1.5 million to match the expenditures. Ms. Arris said the Operating Funds budget for FY2021 is \$240.2 million, and the estimated revenues are \$238.5 million.

The Required Debt Payment increased by \$3.9 million over the required amount for FY2020. In order to meet the debt obligation for FY2021, a \$0.5203 tax rate will be needed. The Health Care revenues are no longer able to support the expenditures, and they had a \$2.65 million transfer from the General Fund. The recommended budget for FY2021 is \$5.35 million, and the revenue estimate is \$3.23 million. The FY2021 recommended total combined budget is \$384.8 million, and the total estimated revenues are \$378.5 million.

Department improvements for FY2021 increased by \$8.2 million, and there is an increase of \$1.2 million for new positions and changes. The employee medical increased by \$2.1 million, and the debt service increased by \$3.9 million. Other increases include \$5 million in insurance claims, \$1.9 million for Software Maintenance and \$1.8 million for inmate medical contract. Ms. Arris said eleven new positions are being recommended for FY2021 totaling an increase of \$877,928, and position changes totaled an increase of \$351,912.

The current tax rate is \$0.174951 per \$100 valuation. Collin County has not had a tax rate increase for twenty-eight years and has had a 5% Homestead Exemption for thirteen years. The estimated adjusted taxable value for FY2020 is \$154.6 billion equating to a 4.4% increase over last year. New this year due to Senate Bill 2, the appraisal review board has to provide a certified property value estimate by July 25 if they are not through evaluating property value protests. Once the appraisal district completes the protests, the Court will have the true adjusted taxable value data. The average home value for FY2020 is \$373,000 and, with the current tax rate, the average homeowner would pay \$619.94 in County taxes.

The truth-in-taxation model indicated the No New Revenue Tax Rate decreased by 1.4%, and the existing value increased by 0.9%. If property values rise, the No New Revenue Tax Rate decreases. Senate Bill 2 changed the wording from Effective Tax Rate to No New Revenue Tax Rate. This year the No New Revenue Tax Rate is \$0.172531, and the No New Revenue Unadjusted Operations Tax Rate is \$0.121698. This year the County is able to get an adjusted operations rate that allows credits for housing inmates and health care costs. This gives the County a No New Revenue Adjusted Operations Tax Rate of \$0.121783.

There are 14 permanent improvement projects totaling \$1,548,000. Three of the projects are recommended to be funded with savings from FY2020 totaling \$1,561,000. Ms. Arris gave a brief review of each project for FY2021. The Central Appraisal District had an increase of \$23,376 to their budget. There were no other Outside Agency budget increases. (Time: 1:54 p.m.)

**b. Road & Bridge Fund**

**c. Operating Funds**

**d. Health Care Trust**

**e. Total Combined Budget**

**f. Permanent Improvement Fund – FY 2020 Recommended Projects**

**g. Outside Agencies**

**3. Items for Court Consideration**

Judge Hill said there are several items under this heading and each Commissioner will have the opportunity to discuss any item. There are no Outside Agencies addressing the Court this year. The Judge moved to item 3a.

**a. Detention Officer Staffing Assessment, County Judge**

Judge Hill discussed staffing at the Detention Center. In 2019, Sheriff Skinner sent a letter to the Court stating the County has never provided the adequate detention officers to operate two pods in cluster four. These pods had not been used but, because of growth and inmate population, are now being utilized and staffed. This year the Sheriff is requesting staff for those additional posts. The Judge said he has been working with the Sheriff's Office to determine the adequate staffing number for both the minimum security facility and main jail. Currently there are 192 authorized detention officers for detention housing. Judge Hill presented a map of the facility showing staffing locations. In order to staff these locations, 36 officers are needed every day across three different eight-hour shifts. Based on that information, between the main jail and the minimum security facility, 123 detention officers are needed every day. This means a total of 44,895 shifts would need to be staffed each calendar year to cover each post. In an ideal situation with all positions staffed and considering time taken off, the average detention officer is available for 224 eight-hour posts per year. This indicates 200 detention officers are needed to man this division, and the County is eight officers short. The Texas Commission on Jail Standards performed a similar assessment and recommended a shift relief factor of 1.64, and recommends six officers at all times in the minimum security facility versus the five the Sheriff utilizes. Typically, the minimum security facility is at 50% capacity.

Based on the internal assessment, the Judge recommends authorizing eight detention officer positions to supplement the currently authorized 192 positions for a total of 200 positions. This would fully staff both detention facilities every day and give them plenty of time for paid time off, unpaid time off and training. The budget impact amounts to approximately \$500,000 for all eight positions. The Judge said he recommends authorizing the eight according to a schedule he provided. This schedule would have a 50% budget impact in FY2021 and the other 50% would carry over into FY2022. The positions would be authorized as follows: one in January, one in February, one in March, two in April, one in May, one June, and one in July. The eight positions could be held in contingency until the Sheriff is able to fill the currently open positions. However, if the positions are not authorized, there would be a heavier burden for the County in FY2022.

In conjunction with the eight positions, Judge Hill said it would be wise for the Court to consider a revision to the current overtime policy. The Sheriff's Office is allowed to use overtime hours for detention housing. The Court has delegated the approval of overtime to the County Judge, and there is overtime in every pay period. If ideal staffing is achieved, there should be no overtime costs. There would still be situations where overtime may be needed, and the Court could discuss whether it would have minimum overtime or compensatory time. The Judge put together this framework to facilitate a discussion on whether or not the Court wants to develop a new overtime policy once these positions are authorized and filled. The Judge said the \$250,000 needed to cover 50% of the eight new recommended positions is not currently in the recommended budget. The Sheriff had requested 42 new positions but has now pulled his request and agrees with this proposal. Commissioner Fletcher said her approach will be greatly impacted by the information on housing inmates in other jails due to the lack of staffing.

Commissioner Webb said this is a well-reasoned approach, but he is concerned about the 38 vacant positions. This is an increasing trend that is very significant. The Judge said this is a legitimate argument, but it is detached from the separate concern regarding the appropriate number of detention officers needed to operate the facility. If authorized, and the 38 positions remain open, none of the budgeted funds for the proposed eight positions would be incurred. Commissioner Webb said they would still be cutting \$500,000 in funds that could be used for programs and other needs. Judge Hill said he revised the staffing plan that would authorize two positions in May, five positions in June and one position in July. This schedule would decrease the FY2021 budget impact. The Judge said his recommendation is approving the eight proposed positions and funding them with savings from the current open positions. The Court had a brief discussion regarding options. (Time: 2:31 p.m.)

#### **b. Elected Officials / Department Heads Who Wish to Address the Court**

Judge Hill opened this session for any elected official who would like to speak.

Judge Emily Miskel, 470<sup>th</sup> District Court, stepped forward to address the Court. Judge Miskel said she has consistently updated the Court on the case filing numbers and the growth in cases within the County. Based on the numbers, it would be wise to ask for more courts. However, the state is cutting budgets by 10%, and it would be unlikely for any state district courts to be added this session. When the two new courts were approved last session, they were based on numbers that actually exceeded projected growth. This year no new courts are being requested. Commissioner Fletcher said she would like to see how COVID-19 has affected numbers. Judge Miskel said the amount of courts needed would be based on a steady long-term projection. Because of COVID-19, filings declined, but the courts are now experiencing an artificial increase. (Time: 2:35 p.m.)

**c. Other items for Court Consideration.**

Judge Hill said the Sheriff has dropped this request for four new detention officers. The next item is a request for four additional lieutenants in the housing division. The Judge said, of the 192 detention officer positions, sixteen are part-time positions with no benefits. The Sheriff had requested permission to consolidate the sixteen part-time positions into eight fulltime positions. This request was recommended by the Budget Department, and the budget impact is \$314,072. However, the Sheriff's Office has agreed to drop this request and instead use the funds to approve one of the four lieutenants requested. The four lieutenant positions requested would have a budget impact of \$425,000, and the cost of only one lieutenant is \$112,000. A benefit from not consolidating the part-time positions is that there are individuals who are willing and able to work part-time to cover weekend shifts. The Judge said the Court will discuss this topic when the Sheriff is present for further questions. (Time: 2:44 p.m.)

Commissioner Williams said there are two recommended felony prosecutor positions, and before they are approved, she would like to get metrics from the District Attorney on the number of cases they would be able to clear with the addition of the two positions. The Commissioner would also like to know what kind of impact these two positions would have on the inmate population. Commissioner Fletcher said she is supportive of these positions and the numbers support the need.

Commissioner Fletcher said she would like to get more information from the Tax Office regarding the metrics used to determine staffing. Judge Hill said he would like to revisit Court Collections in the District Clerk's office. In the past, the Court has discussed different paradigms and which are more or less effective.

Judge Hill said there is a request for increasing door security specifically for the jury doors for the 470<sup>th</sup> District Court at a cost of \$20,000 and another for County Court at Law 6 at a cost of \$55,000. However, these items are in one way or another for all the courts not just the ones listed.

Judge Hill recessed into Executive Session at 2:56 p.m. under Chapter 551.076 to deliberate the deployment or occasions for implementation of security personnel or devices.

Judge Hill reconvened the Budget Workshop Special Session at 3:10 p.m.

Judge Hill said the County currently has 16 traffic analyzers and an additional 20 are being requested. The description does not indicate that the 20 new ones would be ready to be deployed. The Judge asked if there is any risk that these analyzers will be sitting on a shelf unused. Mr. Bilyeu said the focus is for roads that may have two or more intersections, and it is expected for all 20 traffic analyzers to be used.

Commissioner Hale asked if jail housing food has been sized appropriately for the amount of detainees expected this year. Ms. Arris said the Sheriff's Office had planned appropriately for inmate population pre COVID-19. Commissioner Hale said he would like to discuss this with the Sheriff.

Judge Hill said the roadway repairs in the Trails of Blue of Ridge is an item from the special district that was elected by the residents. Collin County collects funds on their behalf and uses the funds for their benefit. The Judge asked if the County has the funds to cover the cost of \$100,000 in roadway repairs and the \$400,000 in reclaiming the roads. Ms. Arris said the County will be collecting a \$0.15 tax over several years to recruit the funds. Judge Hill asked what funds will be used to pay for these projects since there are currently none available. Linda Riggs, Auditor, said money will be advanced from the General Fund as a receivable. Mr. Bilyeu said it would take approximately nine years to pay back these costs. The Judge said his recollection was that the residents who imposed this tax understood it could be many years before funds became available to do the work. Ms. Arris said the property values for this area have not been received from the Central Appraisal District, and that is why an approximate number of years is not available. Commissioner Hale said, if we waited the nine years, the cost to repair the roads would be greater in the long run. This item was added to the add/delete list. The Judge asked Ms. Riggs to find out if interest could be charged on this special fund. Mr. Bilyeu said, in order to collect a tax for this special fund, there must be a budget in place because a rate cannot be assessed without it. The funds could be spent each year as they are received or with an adopted budget. The road repair is scheduled on a cycle where it would be completed before all the money could be collected. The Judge asked for an estimated amount based on property values for tomorrow's discussion.

Judge Hill said a request was made for LED (Light Emitting Diode) retro fitting of lights and light fixtures to provide energy costs savings. The item was not recommended for the FY2021 budget. The Judge asked if the \$105,000 is accurate. Mr. Bilyeu said it was, and this request is part of a PFP (Pay for Performance) objective. Bill Burke, Construction and Projects, and his department have to come back with projects that have a return to the County, and each year a decision is made based on the return. This project has an estimated five-year pay back. Judge Hill said funds are not available in the General Fund for this item, but

savings from FY2020 could be utilized to fund it. Commissioner Fletcher asked if this lighting will become part of the County's standard when building new facilities. Mr. Bilyeu said the energy code requires a different construction. Judge Hill said this could be approved under FY2020 and completed in FY2021. Ms. Arris said Public Works may not have the capacity to complete this project with the current projects going on. Commissioner Webb said, even if this project is contracted out, we wouldn't have the capacity to supervise it. Ms. Arris said there are many big projects going on right now which is part of the issue. Judge Hill asked at what point does capacity get increased so that limitations can be reduced. Mr. Bilyeu said the limitation is not only in construction or facilities, but also includes purchasing and technology.

Judge Hill recessed the Budget Workshop Special Session at 3:32 p.m. and reconvened at 3:44 p.m.

#### **d. Compensation & Benefits – Discussion & Any Action**

##### **1. AI-48759 Uniform Pay Policy.**

Judge Hill read the Uniform Pay Policy on Monday, August 10, 2020. "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 further discussion, a motion was made to adopt the Uniform Pay Policy. (Time: 3:46 p.m.)

Motion by: Judge Chris Hill

Second by: Commissioner Cheryl Williams

Vote: 5 – 0 Passed

**COURT ORDER NO. 2020-727-08-10**

##### **2. AI-48948 PFP Salary Increase.**

Cynthia Jacobson, Human Resources, said, due to COVID-19, survey material may not reflect current market conditions. Pay increases are done on the basis of pay for performance and distributed according to ratings. A 2% pay increase is recommended for FY2021. Wage movements help with compression issues and are a salary increase based on market conditions. For FY2021, none of the groups have a wage movement because the market is volatile. Law enforcement will have a cost of approximately \$755,000 for wage movement. This wage increase will occur in January 2021. The pay scale movement will need to be approved by the Court if the wage increase for law enforcement is adopted.

The sum of the midpoints ratios are impacted by employees coming in and going out. This year the County was off \$23,000 from the sum of the midpoint. Judge Hill asked if these amounts are distributed according to PFP (Pay for Performance) scores. Ms. Jacobson said they are. The amount for this year is so low no change is being recommended.

The Court is being asked to approve a 2% allocation for PFP. Elected officials are also included in the 2% PFP. The law enforcement wage movement would also need to be approved. No structure payment maintenance is recommended this year. For next year, Judge Hill would like to consider any department that doesn't utilize the PFP process to forgo their PFP increases. The Judge said he will spend the next year working on this concept with any department or elected official that this would impact.

A motion was made for the 2% pay increase and the wage movement cost of \$754,906. (Time: 4:00 p.m.)

Motion by: Judge Chris Hill

Second by: Commissioner Duncan Webb

Vote: 5 – 0 Passed

**COURT ORDER NO. 2020-728-08-10**

After this vote, the court voted on item 4 – Elected Officials Salaries Proposal and then returned to item 3.

### **3. AI-48950 Benefit Changes.**

Ms. Jacobson said the current rate for TCDRS (Texas County & District Retirement System) is 8%, and the County is eligible to provide a COLA (Cost of Living Adjustment) this year. The unfunded liability situation needs to be discussed by the Court. There are three medical benefit recommendations: outpatient medical health services, a \$15 co-pay for Advantage and Advantage Plus plans, and removal of the third month discount on 90-day retail prescriptions.

Judge Hill recommended making a lump sum payment from the FY2020 funds. Ms. Jacobson said there is the five year and the other is the immediate asset. The Judge said he thinks it should be the immediate asset recognition of \$3.8 million. Commissioner Williams agreed. Judge Hill said Commissioner Fletcher had asked what the costs would be for moving from 8% to 9%. Several years ago the Court decided to adopt a policy that the County would contribute 8% of employee payroll to TCDRS. If the percentage was not sufficient to provide the level of benefits needed, the Court would reconsider any actions needed to meet the benefits. Since then, the Court has elected to make lump sum payments. The reality is the lump sum payment is just an additional contribution by another mechanism. The Court has indicated by its subsequent actions that it no longer has the desire to stand by the 8% policy. When the percentages of other cities and counties contributing to their TCDRS or TMRS (Texas Municipal Retirement System) plans were



reviewed, they were 13% or more. If lump sum payments are added to the percentage calculation, Collin County's percentage would go up approximately 5%. The Judge said he would like for the Court to consider working its way up from the 8% to 14% each year. This would reduce the lump sum payments needed every three or five years. Commissioner Fletcher agreed and said a strategy is needed to steadily increase the percentage to eliminate the lump sum payments. Judge Hill said the cost of a 1% additional contribution would be approximately \$1.158 million. The Judge said he would like for the budget staff to begin considering increasing the percentage of County contribution.

A motion was made to approve the employer rate of 8% for TCDRS benefits. (Time: 4:13 p.m.)

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

**COURT ORDER NO. 2020-729-08-10**

A motion was made for an additional lump sum payment for the unfunded liability in the immediate asset recognition method of \$3,800,554 paid from FY2020 budget. (Time: 4:13 p.m.)

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

**COURT ORDER NO. 2020-730-08-10**

A motion was made to approve outpatient mental health services, a \$15 co-pay for Advantage and Advantage Plus plans, and removing the third month discount for the 90-day retail. (Time: 4:14 p.m.)

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

**COURT ORDER NO. 2020-731-08-10**

#### **4. AI-48760 Elected Officials Salaries Proposal**

This vote was taken on Monday, August 10, 2020 after the vote on item 2 – PFP Salary Increase.

A motion was made to approve the proposed salary increase of 2% for Elected Officials. (Time: 4:00 p.m.)

Motion by: Judge Chris Hill

Second by: Commissioner Susan Fletcher

Vote: 5 – 0 Passed

**COURT ORDER NO. 2020-732-08-10**

Judge Hill recessed the meeting of the Budget Workshop Special Session at 4:15 p.m. until 9:00 a.m. on Tuesday, August 11, 2020.

**5. AI-48951 TCDRS**

**6. AI-48952 Unfunded Liability.**

**4. Commissioners Court Changes to Recommended Budget**

Judge Hill reconvened the meeting of the Budget Workshop Special Session at 9:00 a.m. on Tuesday, August 11, 2020.

Sheriff Jim Skinner came forward to address the Court. The Sheriff said his thoughts about staffing the jail since the pandemic have changed which is why he abandoned his request for 42 detention officers. He thanked the Court for considering the approval of eight detention offices. He had also requested four lieutenants due to a severe lack of supervision on the floor in the jail. There was discussion about approving one lieutenant and Sheriff Skinner said that would be appreciated. The Sheriff's intentions for that lieutenant would be to work in the jail as the central focal point for all of the administrative disciplinary hearings that occur in the jail. There are so many different duties a lieutenant has to attend to that these disciplinary matters that occur on their shifts take away from the face-to-face time in the jail with the troops working under their command.

The main issue is recruiting and retention. Since Sheriff Skinner came into office in January of 2017, there have been persistent openings at the SO (Sheriff's Office). This exacerbates the problem of having an exhausted workforce. In addition to the background check, physical and psychological screenings, a new detention officer requires extensive classroom education and training that they have to undergo in order to work that position. This is a very difficult technical position they have to work in, and it is dangerous. Sheriff Skinner thinks Collin County is competitive when compared to other counties and cities. Detention officers have to do much more in their eight-hour shift now than they had to do years ago.

Sheriff Skinner explained the difference between a direct supervision facility versus a linear supervision facility. The Collin County jail is a direct supervision facility which the Sheriff said is far superior. It is more humane, and provides a better living environment for inmates most of which have not been convicted. It is also a better working environment for the staff. It creates fewer fights and lawsuits but requires more training and work for staff when dealing with up to 72 inmates in a pod. This results in an overworked and exhausted detention staff.

When the jail has 38 openings, as it does now, the Sheriff has to hold people over from their eight-hour shift for another four hours. Sometimes they have to work one of their weekend days off because the jail has to be staffed. The SO probably has more lost PTO (Paid Time Off) than any department in the County. Therefore, he has an overworked and exhausted detention staff. The main reason for this is because there are 38 openings. COVID-19 has changed things because it has enabled the Sheriff, DA (District Attorney) and Judges to become extremely focused on reducing the inmate population in a safe and efficient way. The inmate population dropped with the closing of the minimum security facility and the staff was then moved to the main jail. This has created an immediate improvement in morale because staff is able to use their PTO and have their weekends off.

The majority of people they lose are employees that have been there less than two years. On average, they hire eight detention officers a month and lose seven every month. Of the seven that leave, four of those have been employed here less than two years. This has shown that retention is the problem and not recruitment. Sheriff Skinner presented his retention plan proposal. The plan would authorize a \$500 bonus after six weeks and the completion of FTO (Field Training Officer) to be paid to new detention officers. At six months, they would receive another \$500 retention bonus, and, after one year, they would receive a \$1,000 bonus. Lastly, at the end of their two-year hire date, they would receive another \$1,000 bonus. This is to create an incentive for the new detention officers to stay. The cost to implement the retention plan is \$291,000 for existing staff, \$114,000 for the open positions, and \$24,000 for the 8 new positions for a total cost of \$429,000.

Sheriff Skinner said out-of-county housing is utilized when the main jail general inmate population surpasses the manageable jail population. He also explained that classification is crucial and one of the most important things that occurs daily in the jail. It is the process of determining how to house the inmates. Putting someone with a DWI (Driving While Intoxicated) who has never been in jail before with murderers can be very dangerous. There was a brief discussion about bench warrants and how long it takes to transfer inmates to penitentiaries. (Time: 9:47 a.m.)

Judge Hill presented an amended summary to use as a starting point. He suggested deleting the Sheriff's request for the 16 part-time detention officers to instead be 8 full-time detention officers for a savings of \$314,072 in the FY2021 budget. The second item was changing the schedule and timing of the eight additional full-time detention officers in the housing division. If the timing of these individuals is shifted towards the end of the fiscal year, the impact would be \$192,440. This item will add an additional \$306,864 to the FY2022 budget. The third item is a new policy limiting overtime hours in the SO which will have no budget impact when it is adequately staffed. The last item is to approve the addition of one new lieutenant, and that budget impact is \$112,516.00.

Judge Hill asked the Sheriff for his support for or any amendment to these items. Sheriff Skinner thinks delaying the timing of the eight additional full-time detention officers is appropriate and a smart decision. At some point, moving forward with the 16 part-time positions to fulltime needs to be done, but this is not the time. Regarding overtime, there have been strict policies regarding this, and HR (Human Resources) does watch it. The SO has always complied with the policies. The jail is operated with mandatory posts that must be filled. When overtime has been used in the past, it has only been to man those mandatory posts. Sheriff Skinner said he would be very grateful for the addition of one lieutenant which will create more face time for supervisors on the floor with the young detention officers. The Sheriff briefly explained the path for advancement for detention officers.

Commissioner Hale asked if the Sheriff's number of \$150,500 for bonuses was for FY2020 or FY2021. Judge Hill said if the SO was able to hire eight detention officers per month and retain five, the fiscal impact would be \$150,500 for FY2020 and would be payable immediately. The impact for FY2021 would be an additional \$140,500. The Judge's recommendation in conjunction with the other four items he recommended would be to approve this and fund it out of the savings from those open positions. Commissioner Fletcher is supportive of the concept. Judge Hill said, if the program is successful, it will have a diminishing cost effect. Commissioners Hale and Webb supported the idea of bonuses to see how it worked. If it were successful, then the SO would not need the eight new positions in the next fiscal year. There was a lengthy discussion regarding staffing of the SO and options for retaining detention officers.

Judge Hill asked Monika Arris, Budget, to put on the add/delete list his four-part plan and the consideration of the retention program with the recognition that changes can still be made. Sheriff Skinner thanked the Court for their hard work and their commitment to public safety. (Time: 10:37 a.m.)

Judge Hill recessed the Budget Workshop Special Session at 10:37 a.m. and reconvened at 10:51 a.m.

Judge Greg Willis, District Attorney, came forward with a PowerPoint presentation regarding his request for two felony prosecutors. Since 2014 there has been a dramatic rise in indictments averaging ten percent growth per year outpacing the growth in both civil and family law cases. In 2019 as they saw the backlog of criminal cases continue to rise, Kerry Shulman, Business Process Engineer, was asked to look at the data to help determine what the most important metrics were. Ms. Shulman determined the average number of dispositions per felony trial prosecutor was 231 per prosecutor per year. She recommended going from 30 to 34 felony trial prosecutors. Judge Willis asked for four more prosecutors, but the Budget Office recommended two prosecutors for this year. The Judge explained the DA's (District Attorney) Office would need 34 felony trial attorneys in order to reduce the criminal backlog. As the overall backlog is reduced, this will also reduce the jail population.

Commissioner Williams asked if there was data to show that the prosecutors were achieving the 231 cases per year. She asked how far into the backlog they could get with two additional prosecutors. Judge Willis said the backlog would continue to rise but at a lower rate. The Commissioner asked what methods are used to determine the prioritization of cases. Judge Willis said the jail cases have priority with all prosecutors. There was a brief discussion regarding the changes the pandemic has brought about such as increased communication with the judges and the Sheriff's Office.

Judge Hill showed slides of the DA's budget request presentation from last year. After getting four chief felony prosecutors so there was one in each of the seven courts, there were only four open positions left that Judge Willis wanted to fill. Those were felony prosecutor positions. If the Court approves the recommendation of the two this year, then that would leave only two open positions in the DA's long term goal. (Time: 11:07 a.m.)

Kenneth Maun, Tax Assessor-Collector, came forward to answer questions he received in an email from Commissioner Fletcher. Mr. Maun was asked to explain why old staffing estimates are still being used to calculate the needs of his office. The last time his office got more staffing was in FY2015. At that time Collin County had a population of 874,000, and at the beginning of 2019, the population was over 1,010,000. The State picked up between 17% and 20% of online registrations. With those registrations, his office gets back about 5% of those. This 5% takes longer than average because there is usually an issue which is why it came back from the State. Mr. Maun briefly discussed Scofflaw, titles and webDEALER which is a system used to create tags and process title applications. Commissioner Fletcher suggested Mr. Maun work with Kerry Shulman, Business Process Engineer, for next year's budget to determine the necessary staffing.

Mr. Maun briefly described the work performed in the Plano, Frisco, and McKinney offices. At month end, people in the downstairs office in McKinney are sent upstairs to handle the high volume of walk-in customers. Currently, management consists of four lead clerks, a Chief Deputy and Mr. Maun. Mr. Maun said the span of control for managers is between ten and twelve people. There are 15 employees in the downstairs office in McKinney, 19 in the upstairs office, 34 in Plano, and 9 in Frisco. There is one supervisor at each location, and that is why he is looking for another person. There are a total of 80 people in four locations. There is less supervision in Mr. Maun's offices than any other offices in the area and around the state. Commissioner Hale would like to see the numbers and agreed with Commissioner Fletcher about having Kerry Shulman do an analysis to compare with other offices.

Commissioner Fletcher is very concerned about the fact that over \$4 billion flows through Mr. Maun's offices with very little supervision. Mr. Maun is willing to give up two counter clerks in order to get another supervisor. Lastly, he said there needs to be another office in the southwest corner of the County. He has received more complaints from that area than anywhere else. Mr. Maun said there will also eventually need to be an office in Wylie. (Time: 11:40 a.m.)

Bill Bilyeu, County Administrator, came forward to discuss court collections. Previously, legislature required the County to have a state-mandated collections process. That requirement was rescinded during the last legislative session so the County has more flexibility in how it handles court collections. Last January the Court gave directions to look at the collection process. There is a substantial difference between collections in the County Clerk's Office, District Clerk's Office and the JP's (Justices of the Peace) Offices. JP collection efforts include a vast number of cases that have had no contact with the County. These are people who have received a ticket and never responded. Therefore, they have never gone through the court system.

Mr. Bilyeu was surprised to see how little is collected from the felony courts. Part of that is due to the fact that 35% to 40% of the people are declared indigent. There was a finding back in 2007 or 2008 that determined, if a person was declared indigent, they were also indigent for court costs and fees. Mr. Bilyeu said we need to run a test with a base level of X number of cases we do nothing with for both the County and District Clerks and compare that to cases that have had collection efforts done on them. Because of COVID-19, Mr. Bilyeu said they did not get very far in the study, but it is fairly easy to get the metrics together. The payment structures are also somewhat different between the County and District Clerks' Offices, and that needs to be looked at.

Mr. Bilyeu does not think we are at the point of sending collections to a third party. The collection effort that a third party would do would be similar to what we are doing except that it adds a fee. If the County Clerk's Office is successful in collecting in the period of time before it would be turned over to a third party, that should determine whether it is successful or not. Mr. Bilyeu recommended no changes at this time, but he did recommend internally running a study with the help of Kerry Shulman, Budget, and the Clerks' Offices to be ready for next year. (Time: 11:51 a.m.)

Judge Hill returned to the add/delete list. Food costs for the detention facility and LED lighting upgrades were removed from the list. Regarding the Trails of Blue Ridge, Commissioner Hale's calculation based on current values was \$43,000 to \$45,000 for FY2021. Also, Mr. Bilyeu spoke to the County attorney who said the legislature did not give a county the right to charge interest to itself between funds or accounts. If the County moves forward scheduling these projects that will be done by County staff, this would cost approximately \$500,000. There would be \$100,000 for repairs to the road and \$400,000 for long-term repairs to the road.

There needs to be a budget in order to tax and collect the money. It would be a placeholder in order to build up the fund balance to do the construction and put it on the schedule. If the Court agreed to the \$100,000 adoption, this would give a budget that could then be used to levy a tax. It would be sufficient in two years, and the Court would need to revise the budget to continue to levy taxes against it. The Road and Bridge Fund is a tax rate supported fund. Monika Arris, Budget, said the loan can come from the Road and Bridge Fund, but the Road and Bridge Fund has not received taxes in the last five years. This would not impact the tax rate. Commissioner Webb said the Court does not have to spend any money until we get the money in, so it is basically a placeholder. Judge Hill said this could be a model for other roads across the County. Commissioner Hale said the Court should work with the attorney to determine what we could do in conjunction with subdivision regulations and having a developer actually do this as part of the adoption process for new roads. This would put county roads that are not mobility-oriented roads on an equal footing with both MUDs (Municipal Utility District) and cities. There would be a tax assessed that would pay for ongoing repairs of those roads. This way the rest of the County's citizens are not subsidizing these roads.

Judge Hill clarified that the Court is not authorizing the expenditure of funds but rather authorizing the collection of the levy of the tax for the future expenditure. Staff will begin to try to plan when there will be adequate funds and schedule it accordingly. This item was removed from the add/delete list.

Judge Hill removed the felony prosecutor from the add/delete list. Ms. Arris explained she wanted to recommend all four felony prosecutor positions, but she could not afford all four. Regarding the Tax Office, she originally did not recommend the position. However, HR lowered it from a Director to a Senior Administrator and asked if she would be willing to do a swap. Ms. Arris explained she was trying to balance and stay within the No New Revenue Tax Rate, and this was not a priority when she went through the rest of the list. Mr. Maun is saying he needs a manager and will do what it takes like swapping two clerks for a manager. Ms. Arris did recommend swapping two clerks for a supervisor. No motion was made to change that, so it was removed from the add/delete list.

Judge Hill moved to adopt the four concepts in his document recognizing that number three regarding overtime will not have a fiscal impact. Commissioner Webb asked to have the items split. A motion was made to delete the Sheriff's Office request for transitioning 16 part-time detention officers to 8 full-time officers. (Time: 12:12 p.m.)

Motion by: Judge Chris Hill

Second by: Commissioner Susan Fletcher

Vote: 5 – 0 Passed

A motion was made to approve one new lieutenant. (Time: 12:12 p.m.)

Motion by: Judge Chris Hill

Second by: Commissioner Cheryl Williams

Vote: 5 – 0 Passed

A motion was made to approve eight additional full-time detention officers to be authorized for hire according to the schedule. (Time: 12:12 p.m.)

Motion by: Judge Chris Hill

Second by: Commissioner Susan Fletcher

Vote: 4 – 1 Passed

Nay: Commissioner Duncan Webb

The Court agreed to bring the item regarding overtime back before the Court in a few weeks. Commissioner Fletcher said it is important to make sure the mandatory posts that must be filled is covered in the policy.



Commissioner Webb said he is concerned about using FY2020 revenues for FY2021 expenses which could cause a problem in FY2022.

A motion was made to approve the Sheriff's Office retention concept. (Time: 12:16 p.m.)

Motion by: Commissioner Duncan Webb

Second by: Commissioner Cheryl Williams

Vote: 5 – 0 Passed

Judge Hill recessed the meeting of the Budget Workshop Special Session at 12:17 p.m. and reconvened the meeting at 2:32 p.m.

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

Monika Arris, Budget, reviewed the changes made to the add/delete list and recommended reducing four items to balance the budget and carry over funding in FY2020. These items to be reduced are software maintenance by \$1.6 million, contingency in non-departmental by \$500,000, court appointed attorney by \$1 million, and juvenile court appointed attorney by \$100,000. This will balance the budget and leave an extra \$9,116. Judge Hill asked if these costs are actually going to be lowered by these amounts, or are we removing this as tax rate and replacing it with other receipts. Ms. Arris explained the contingency is not necessarily needed. The court appointed attorney currently is down based on COVID-19 but will recover at some point. The savings in court appointed attorney will be carried over to more than make up the \$1 million. Things should pick up in the courts in FY2021, and those funds will be spent. The costs for software maintenance will be incurred, but we do currently have savings that can be pulled forward. The plan would be to incrementally bring these items back up to whole. Judge Hill said there is still growth in the county but not to the same extent as the last five years. Therefore, there will be fewer new dollars in annual revenues. This would forecast there will be some tight years ahead.

Commissioner Webb is comfortable with reducing the court appointed attorney and the juvenile court appointed attorney but is concerned with the reduction in software maintenance. The Commissioner also thinks next year will be very tight, and there may be no new positions added. Commissioner Williams said if we see changes in the justice system and increases in the jail population, we may have to open and staff two new pods in the jail and a No New Tax Rate cannot fund that. At that point, there will need to be a discussion about going beyond that rate. Commissioner Hale agreed, and with the increased unemployment due to COVID-19, he thinks the Court should do everything it can do now to help with the

tax rate. Commissioner Williams said we are heavily dependent on the DA and the judiciary to help us not get to the point where we have to make substantial hires.

A motion was made to reduce software maintenance by \$1.6 million, contingency by \$500,000, court appointed attorney by \$1 million, and juvenile court appointed attorney by \$100,000 and carrying over as recommended by Ms. Arris. (Time: 3:04 p.m.)

Motion by: Commissioner Darrell Hale

Second by: Commissioner Cheryl Williams

Vote: 5 – 0 Passed

## **6. Court Recommended Budget Review**

**a. General Fund**

**b. Road & Bridge**

**c. Operating Funds**

**d. Health Care Trust**

**e. Total Combined Budget**

## **7. Five-Year Plan Review**

**a. General Fund**

**b. Road & Bridge Fund**

**c. Permanent Improvement Fund**

**d. Health Care Trust**

## **8. Discussion of Proposed FY 2021 Tax Rate**

**a. Effective Tax Rate**

**b. Rollback Tax Rate**

**c. M & O Tax Rate**

**d. Debt Service Tax Rate**

**e. AI-48761 Total Tax Rate - Record Vote to Propose Tax Rate**

A motion was made and a record vote was taken to adopt the No New Revenue rate of \$0.172531.  
(Time: 3:09 p.m.)

Motion by: Judge Chris Hill

Second by: Commissioner Darrell Hale

Vote: 5 – 0 Passed

**COURT ORDER NO. 2020-733-08-10**

**g. AI-48762 Schedule Public Hearings**

**a. Tax Rate Public Hearing (Tax Code 26.05 & 26.06)**

**b. Budget Public Hearing (LGC 111.067 & 111.068)**

Ms. Arris said the law has changed and now requires only one Tax Rate Public Hearing. A motion was made to hold the Tax Rate Public Hearing, the Budget Adoption Public Hearing, and to vote to adopt the new tax rate and budget on Monday, August 24, 2020, at 1:30 p.m. in the Jack Hatchell Administration Building, Commissioners Courtroom. (Time: 3:13 p.m.)

Motion by: Judge Chris Hill

Second by: Commissioner Susan Fletcher

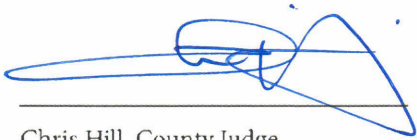
Vote: 5 – 0 Passed

**COURT ORDER NO. 2020-734-08-10**

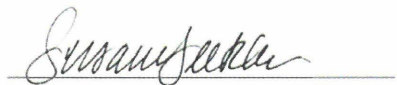
Ms. Arris said the adoption of the Fee Schedule would be set for September 21, 2020.

**Executive Session**

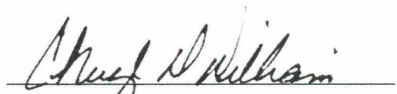
The Court did not recess into Executive Session. There being no further business of the Court, Judge Hill adjourned the meeting of the Budget Workshop Special Session at 3:14 p.m. on Tuesday, August 11, 2020.



Chris Hill, County Judge



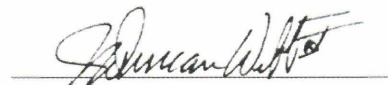
Susan Fletcher, Commissioner, Pct 1



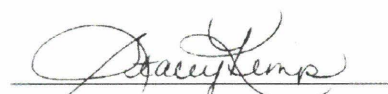
Cheryl Williams, Commissioner, Pct 2



Darrell Hale, Commissioner, Pct 3



Duncan Webb, Commissioner, Pct 4



ATTEST: Stacey Kemp, County Clerk