

July 25, 2000

To: Members of the Commissioners Court, Travis County  
Elected Officials, Appointed Officials, employees and constituents

From: Christian R. Smith, Executive Manager, Planning and Budget  
Leroy Nellis, Budget Manager

Re: Fiscal Year 2001 Preliminary Budget

Enclosed is the Travis County Preliminary Budget for Fiscal Year 2001. It is intended to serve as a platform for the Commissioners Court to receive comments from the public and the departments on FY 01 funding priorities. It provides the Commissioners Court with recommendations from the Planning and Budget Office for a balanced budget within the policy directions provided by the Commissioners Court and the available information at hand. It also provides a basis for completing the county's budget process. The final budget is scheduled to be adopted on Tuesday, September 26, 2000.

In late February, 2000, the Commissioners Court advised all County departments that two underlying principles would shape this budget. The first principle is "plan before you spend." This means that comprehensive and programmatic planning in conjunction with the Commissioners Court should precede any request regarding funding for new or expanded programs. The second principle is to "live within your means." Departments are expected to live within the resources allocated in the FY 01 Target Budget Level. This Target Budget Level represents the FY 00 Adopted Budget adjusted for any errors or omissions and certain centrally funded expenditures. As a result, departments configured their projected FY 01 expenditures to fit within the constraint of the FY 00 Adopted Budget (as adjusted).

While available resources continue to be constrained, Travis County received a AAA bond rating from Standard and Poor's in FY 00 and continues to enjoy an excellent Aa1 bond rating from Moody's. These ratings are exceeded in Texas by only Dallas and Tarrant Counties, which have a AAA rating from both rating agencies. This high rating saves taxpayers money on the amount of interest paid when funds are borrowed to implement capital projects such as those approved in the 1997 bond election. In June, Moody's upgraded Travis County's rating outlook from "stable" to "positive" based on the fiscal integrity of the County.

This Preliminary Budget addresses three basic programmatic requirements that have been under review and discussion with the Commissioners Court for some time. Two of these programs involve adding staff to operate facilities that were constructed through bonds authorized by the voters in 1997. These two new voter approved projects are a new health services facility at the Travis County Correctional Complex and the new

Intermediate Sanctions Center at the Gardner-Betts Juvenile Justice Facility. In addition, this Preliminary Budget includes funding for the second new Criminal District Court authorized by the State Legislature in 1999. A total of \$6.3 million is included in the Preliminary Budget for these three programs.

The Preliminary Budget includes the following resources for employee compensation and benefits adjustments: increased health and retirement benefit costs (\$1.7 million); a compensation reserve for performance based pay and market adjustments for general employees (\$5.0 million); increases to the existing compensation program for the Peace Officer Pay Scale employees (POPS) as well as parity with the Austin Police Department (\$3.3 million); and additional "Livable Wage" considerations.

This budget furthermore contains a minimum amount of resources to address contractual and programmatic requirements or prior obligations of the Commissioners Court.

Due to limitations on resources available and the directions provided by the Commissioners Court, there are a wide variety of programmatic enhancements and proposals to address workload issues that were unable to be included within this Preliminary Budget. Many of these will likely be discussed in August during budget hearings with the Commissioners Court. In recognition of this fact, the Preliminary Budget contains a Commissioners Court reserve of \$1.1 million to allow the Commissioners Court the flexibility to either fund unmet needs or lower the tax rate.

The Preliminary Budget is balanced at a recommended property tax rate of \$.4650 per \$100 of taxable value. This tax rate represents a \$.0338 drop in the current tax rate of \$.4988 (a decrease of 6.8%), and continues the historical trend of falling tax rates. It is 3.4% higher than the Effective Tax Rate (at \$.4497).

The drop to the recommended tax rate will not completely offset increased property reappraisals for the average homestead. The average appraised value of a homestead in Travis County is increasing from an estimated \$136,868 to \$153,713. As a result, the average homeowner will see an estimated \$25.65 per year (or \$2.14 per month) increase in their County tax payments (from \$546.16 to \$571.81 annually). This represents a 4.7% increase. However, since any individual homestead is limited by law to an increase of no more than 10% in any given year, the individual owning a home valued at \$136,868 will have their taxable value increase by no more than 10% to \$150,555. As a result, this average homeowner will have a tax increase of \$13.90 per year (or \$1.16 per month).

The County's Unallocated Reserve has been established at 11% of expenditures. The Allocated Reserve has been established at \$2.3 million, which is the same level as this reserve in FY 00. The Capital Acquisition Resources account (CAR), used to fund capital expenses in the General Fund, is recommended at \$7.7 million, the same as in FY 00. In addition, \$508,000 in CAR resources appropriated in FY 00 is recommended to be rebudgeted in FY 01. The Preliminary Budget also includes a \$955,000 Emergency Medical Services (EMS) reserve that represents unspent '99 EMS funds. \$1.9 million is being reserved for the Risk Management Fund to meet potential requirements of this self-insurance activity. In addition, \$850,000 is being set aside in a

reserve to meet the county-wide needs under the requirements of the Government Accounting Standards Board (GASB) to implement a wide variety of complex modifications to the County's financial reports and accounting systems.

A \$9.9 million Certificate of Obligation issue is recommended to meet the capital needs for FY 01, along with the issuance of \$5,632,000 in 1997 voter approved bonds for road projects. In addition, \$3.4 million in road and bridge projects and equipment is recommended to be funded from the Road and Bridge Fund.

This Preliminary Budget represents a sound financial plan for FY 01. The budget has been filed with the County Clerk for the public's review. Additional copies are available within the Planning and Budget Office in the Travis County Administration Building, 314 W 11<sup>th</sup> Street, Room 540.

**I. BACKGROUND TO THE BUDGET SETTING PROCESS**

While Travis County has been a growing and vibrant area with a healthy economy and rising revenues, the continued demand for budgetary increases over the last several years has far outstripped the capacity of the County to absorb those increases. The Commissioners Court has historically endeavored to be responsive to departmental needs and improve the County's compensation system to attract and maintain a quality workforce. The Court has approved adding 362 positions to the General Fund between FY 96 and FY 00, representing a 11% increase. The Court has also approved over \$68.9 million of increases in General Fund departmental budgets (from \$163.6 million in FY 96 to \$232.5 million in FY 00, equaling a 42% increase) over the same time frame.

This rapid increase in the County's budget was at the cost of reducing the County's fund balance in prior years. Over the last several years, steps have been taken to address the reduction in the fund balance, including providing more reserves for second year annualization requirements for positions partially funded in the current fiscal year and avoiding the past practice of using one-time revenue for ongoing expenditures.

The development of the FY 01 Travis County Preliminary Budget has been driven in large part by the Commissioners Court direction to departments that their budgets be the same as their FY 00 Adopted Budgets (as adjusted for corrections and certain centrally funded expenditures including annualization reserves). In order to accomplish this "holding of the line," departments needed to reevaluate and often times reduce some expenditures to make way for other increases.

Departments were also advised that programmatic planning in conjunction with the Commissioners Court should precede any discussion regarding funding for new or expanded programs. All too often, a majority of analytic time has been focused on requests for additional spending rather than long term programmatic planning. The budget hearings during the summer have all too frequently become discussions about new ideas that had never before been reviewed or discussed with the Court. The Court has indicated that it wants to have the planning occur prior to development of the budget, rather than simultaneous with it.

At multiple times, the Commissioners Court expressed an interest in fostering a climate where departments think about their budgets in a different way. Departments were encouraged to be creative and innovative in spending a fixed amount of resources and to rearrange existing resources internally. Departments were told how much their FY 01 budget target would be and were asked to prioritize their current expenses within that amount. The Court expressed interest in hearing about any unacceptable consequences of having to live within the FY 01 Budget Target Level even with increased discretion on how to direct those resources. The Court also encouraged officials to stimulate opportunities for additional non-property tax revenue.

**II. BASIC COMPONENTS OF THE FY 01 PRELIMINARY BUDGET**

**A. All Funds**

**FY 01 PRELIMINARY BUDGET - ALL FUNDS**

	<b><u>Adopted FY 00 Budget</u></b>	<b><u>Preliminary FY 01 Budget</u></b>	<b><u>% Change</u></b>
General Fund	232,497,977	259,929,123	11.8%
Road and Bridge Fund	18,406,772	18,053,186	(1.9%)
Debt Service Fund	59,143,180	59,506,353	0.6%
Capital Projects Fund	41,312,405	45,304,405	9.7%
Other Funds	22,899,149	23,102,192	.9%
Other Funds not approved by Commiss. Court	800,000	58,754	
<u>Less Transfers</u>	<u>(4,754,912)</u>	<u>(4,387,469)</u>	<u>7.7%</u>
<b>Total</b>	<b>\$370,304,571</b>	<b>401,566,544</b>	<b>8.4%</b>

A recapitulation of the FY 01 Preliminary Budget is found in the Appendix. The FY 01 Preliminary Budget total is \$401,566,544, compared to the previous year's FY 00 Adopted Operating Budget of \$370,304,571.

Please note that the size of the Capital Projects Fund (now at \$45.3 million) will decrease by the time that the Adopted Budget is finalized, due to expenditures that will occur between the time of the Preliminary Budget and the Adopted Budget as well as outstanding encumbrances.

**B. General Fund**

The remainder of this Executive Summary focuses on the General Fund budget, which is the primary platform for operational and policy decision making for the County.

The FY 01 Preliminary Budget contains General Fund expenditures and reserves totaling \$259,929,123. This represents a \$27,431,146 increase, or 11.8% above the FY 00 General Fund Adopted Budget of \$232,497,977. The table on the next page summarizes the major components of the General Fund budget.

**FY 01 Preliminary Budget Parameters - General Fund**

	<u>Adopted Budget FY00</u>	<u>Preliminary Budget FY01</u>	<u>Notes</u>
<b>General Fund Revenue</b>			
Beginning Balance	\$28,380,481	\$30,228,252	Includes rebudgeted CAR
Property Taxes	161,204,884	183,397,737	At \$.4650 tax rate
Other Revenue	42,912,612	46,303,134	
<b>Tot. Gen'l Fund Revenue</b>	<b><u>\$232,497,977</u></b>	<b><u>\$259,929,123</u></b>	Auditor's Third Revenue Estimate
<b><u>Gen'l Fund Expenses</u></b>			
FY 00 Operating Budgets	<b>\$194,904,307</b>		
FY 01 Dept'l Budget Submission		<b>\$199,812,209</b>	Includes transfers out
<b><u>Transfers Out</u></b>	<b>\$3,669,853</b>	<b><u>In Above</u></b>	
<b><u>Reserves</u></b>			
Capital Acquisition Resources	\$7,720,109	\$7,700,000	Per Court direction
'00 CAR rebudgeted in '01		508,000	Included in revenue above
Allocated Reserve	2,329,393	2,300,000	Per Court direction
Unallocated Reserve	20,834,353	23,411,380	At 11% level
Reserve for Risk Management		1,900,000	Pending further review
Court Reserve for critical needs		1,104,740	For review during budget process
GASB 34 Reserve		850,000	For County-wide needs
Reserves for annualizing expend.	1,469,390	0	In departmental requests
IJS Contingency Reserve	500,000	0	To be encumbered in FY 00
EMS Reserve	1,061,849	955,279	Unspent '99 EMS funds.
Tobacco Settlement Endowment		120,000	
RIF reserve	8,723	0	
<b><u>Sub-Total – Reserves</u></b>	<b>33,923,817</b>	<b>\$38,849,399</b>	
<b><u>Wage Requirements</u></b>			
Health Benefits Increases	In budgets	\$1,733,747	
Scheduled POPS increases		843,000	Per County policy
Compensation reserve for POPS		2,500,000	For APD parity
Total POPS		3,343,000	7.9% overall
Comp. reserve - Gen'l employees		5,042,173	6% Overall
Retirement increases		103,000	For existing staff
COLA for retirees		103,000	3% increase
Livable Wage		75,702	Assumes \$8.50 per hour
Elected Officials salaries		87,616	Assumes 3% increase
<b><u>Sub-Total - Wages</u></b>		<b>\$10,488,238</b>	
<b><u>Minimum Requirements</u></b>			
New District Court		880,543	Divided among various offices
Open Del Valle Jail health bldg.		3,065,997	Operating new bond funded facility
Opening Intermediate Sanctions		2,412,471	Operating new bond funded facility
<b>Subtotal New programs</b>		<b>\$6,359,011</b>	
Indigent health care requirements		656,086	
Grant matches or replacements		594,049	Largest is COPS grant
Technical budget adjustments		770,061	Salary Savings, FICA, career ladders
Computer & facilities maintenance		786,783	
Increased transfers to Special Revenue Funds		388,269	Courthouse Security Fund, Road and Bridge, & BCP fund
Other obligations		1,225,018	Divided among 28 departments
<b><u>Sub-total – Minimum Require.</u></b>		<b>\$4,420,266</b>	
<b><u>Total Expenses</u></b>	<b><u>\$232,497,977</u></b>	<b><u>\$259,929,123</u></b>	
<b><u>Balance</u></b>	<b>0</b>	<b>0</b>	

**1. Departmental Budgets in the Preliminary Budget**

The Appendix contains a comparison of departmental budgets from FY 99 through the FY 01 Preliminary Budget. The Adopted Budgets for all departments increased from \$191,265,744 in FY 99 to \$198,574,160 in FY 00. The FY 01 Preliminary Budgets for all departments total \$210,591,486.

The Appendix contains a table entitled “FY 01 Summary of Budget Requests” that lists the 172 individual budget requests submitted by departments and indicates their status in the Preliminary Budget.

**2. Personnel Changes**

A net total of 153 FTE positions are recommended to be added to the FY 01 General Fund. Of these net FTE increases, 144.5 are to support the three primary programmatic areas addressed in the budget: the new District Court, the opening of the Del Valle Health Facility building, and the opening of the Intermediate Sanctions Center at the Gardner-Betts Juvenile Justice Center. It should be noted that the Juvenile Court has resources for another 19 FTE at the Intermediate Sanctions Center funded through the Texas Juvenile Probation Commission grant available to Juvenile Court.

The FTE increases in the General Fund are summarized below.

**New FTE Positions Associated with Additional General Fund Resources**

Department or Program	Total New FTE
Sheriff’s Office - – Health Services Building	76.0
Juvenile Court – Intermediate Sanctions Center	49.5
New 403 <sup>rd</sup> District Court:	19.0
District Attorney – 9	
Criminal Courts – 4	
Sheriff's Office – 3	
District Clerk – 3	
All others (7 supported by increased revenue)	8.5
<b>Total</b>	<b>153</b>

The FTEs shown in the above table represent net increases in regular personnel (and exclude any temporary positions to be funded for a year or less). A few departments have eliminated existing FTEs internally, resulting in new positions but with no net increase in FTE. The table above also excludes other FTE changes supported through Special Revenue Funds, as well as existing FTE that were supported through grant funds in FY 00 and are recommended to be supported by the General Fund in FY 01. These are shown in the table in the Appendix entitled "Positions Added."

**C. Major Funding Issues**

The following proposals have been incorporated into the FY 01 Preliminary Budget.

**1. New Second District Court**

The State Legislature approved two new Criminal District Courts for Travis County during the 1999 legislative session. The new Courts are needed to accommodate increased caseloads, as the population of Travis County has significantly increased since the last Criminal District Court was added in 1983. The first Court (the 390<sup>th</sup> District Court) began operations in FY 00 and the second Court (the 403<sup>rd</sup> District Court) is scheduled to begin on December 1, 2000.

The FY 00 Adopted Budget included \$454,710 for 11 new FTEs divided among four offices for the new District Court (390<sup>th</sup>). This was minimal staffing for the operations of the court. It was recognized that the second new District Court would likely require greater resources, primarily due to the District Attorney's ability to internally reallocate resources for the first new District Court and this department's need for an additional prosecution team once the second new District Court became operational.

The FY 01 Preliminary Budget includes 19 new FTEs and operating requirements at a total cost of \$880,453 to support the new second District Court. These resources are divided among the Criminal Courts, the District Attorney, the District Clerk, Community Supervision and Correction (CSCD), and the Sheriff's Office as shown in the table below.

**General Fund Operating Resources Dedicated to the New District Court (403<sup>rd</sup>)**  
(Excludes one-time capital from CAR)

<b>Department</b>	<b>Personnel and Operating</b>	<b>New FTE</b>
District Attorney	\$478,705	9
Criminal Courts	232,975	4
Sheriff's Office	82,971	3
District Clerk	84,142	3
Community Supervision & Corrections	1,750	0
<b>Total</b>	<b>\$880,543</b>	<b>19</b>

**2. Opening Del Valle Health Services Facility**

In FY 01, the Sheriff's Office will be opening a new Health Services facility constructed through voter approved bonds at the Del Valle Jail. It is scheduled to be fully operational during FY 01. The FY 00 Adopted Budget included a total of 12 new health related staff and operating expenses totaling \$669,010. The staff included physicians' assistants, medical clerks, and certified nurses' assistants. The largest portion of the operating expenses was for utilities. For FY 01, The Sheriff requested an increase in



staffing primarily for Corrections Officers in this facility. These officers are intended to supervise inmates with health-related issues, including mental health problems.

The average daily population for the entire correctional system has increased to over 2,500 inmates. This is projected to increase to over 2,600 inmates in FY 01. This population represents the greatest number of inmates in the system since 1993.

A total of \$3,063,911 is included within the Sheriff's Office for increased staffing at the Health Services Building. This amount includes funding for 76 FTE, 68 of which are Corrections Officers or Sergeants. In addition, the Sheriff's Office is reallocating 11 FTE from within the Del Valle complex to help staff the new facility. \$2,086 is also included within Records Management and Communications Resources for copiers in the new facility.

### **3. Opening the Intermediate Sanctions Center**

The Intermediate Sanctions Center (ISC) at the Gardner-Betts Juvenile Justice Center was constructed with bonds approved by the voters in 1997 as well as with a State grant. The total project cost of constructing the expansion at Gardner-Betts was \$21.7 million, and it will open in late summer, '00. The only funds included in the FY 00 budget related to this facility were for three positions, funded through a Juvenile Probation Department special revenue fund.

The facility has two purposes. The first is to add 24 detention beds, increasing the individual detention beds to 88. The second is the creation of an in-house residential treatment program of 107 beds to address the varied and multifaceted problems of juveniles in the community.

Juvenile Court requested for FY 01 an increase in staffing for this facility, primarily for residential treatment, detention, and the general operation of the facilities. \$2,047,186 is included within the Preliminary Budget for Juvenile Court to fund increased staffing at the Intermediate Sanctions Center through the General Fund. This represents 49.5 new FTE. In addition, Juvenile Court can fund another 19 FTE out of their Texas Juvenile Probation Commission grant, and this includes substance abuse treatment at the ISC. Furthermore, \$345,580 is included in the Preliminary Budget in the Facilities Management budget for ISC utilities and move-in costs, and \$19,705 is included in the Records Management and Communication Resources budget to lease copiers, representing a total cost of \$2,412,471 in FY 01 for this new juvenile justice facility.

### **4. Support for Indigent Health Care**

During FY 00, the management of Health and Human Services briefed the Commissioners Court at multiple times about the fact that the Rural Medical Assistance Program (RMAP) was insufficiently funded. This program is intended to provide basic health services to indigents in the County at the County health clinics and elsewhere. During FY 00, the Court approved a variety of operational and service level changes in order to bring the expenses and revenues closer together. However, such changes were not sufficient to operate the current program within existing resources. In order to

maintain the current program level, and consistent with Commissioners Court action to provide additional funds to the program in FY 00, the FY 01 Preliminary Budget recommends \$656,086 be added to the RMAP budget.

### **5. Risk Management**

A \$1.9 million reserve for Risk Management adjustments has been included in the Preliminary Budget in recognition of a variety of liability risks, hazards, and litigation that may be funding requirements in FY 01. More work will be required to determine the magnitude of these risks. However, as a draft actuarial report was just recently received and due to other changing conditions, this amount was included in the Preliminary Budget solely as a tentative planning figure. In addition to this reserve, the Preliminary Budget contains \$616,328 for an increase in existing insurance premiums and other Risk Management expense.

### **D. Other Requirements and Obligations**

#### **1. Grant Matches and Restorations**

##### **a. Sheriff's Office**

In 1997, the Sheriff's Office received a grant from the Federal Government for 10 new law enforcement officers under the COPS program (Community Oriented Policing Services), which was later amended to add 2 more officers for a total of 12 new officers. The terms and conditions of this grant require after three years an additional \$465,934 in FY 01 for these existing officers, and this amount has been included within the Preliminary Budget.

##### **b. Drug Court Grant Restoration**

The Criminal Courts received a \$209,196 grant from the U.S. Department of Justice to support the Drug Court. This grant was for a two year period and will expire in December, 2000. The Criminal Courts administration has indicated that there is little or no likelihood that the grant will be renewed or extended. The department has requested that the Drug Court be supported through General Funds and to have a portion of the grant funds replaced (\$80,082). Given the impact and outcomes of this program, these resources have been added to the Preliminary Budget.

##### **c. HHS Grant Match**

Health and Human Services (HHS) received four grants in FY 97 as part of a Juvenile Crime Initiative. In FY 98, the Commissioners Court approved funding for a series of crime prevention programs. The four grants are the Del Valle Safe Schools, St. John's Safe Schools, Gang Intervention, and Neighborhood Conference Committee. The increased grant matches for these grants total \$48,033 and generate a total of \$31,266 of additional resources. PBO believes that these grant performance measures are achieving the anticipated results and that failure to fund the increased match could impact future grant funds

from the Criminal Justice Division of the Office of the Governor. As such, PBO has recommended additional funding for these grant matches.

**2. Technical Budget Adjustments**

**a. Salary Savings**

If a department has 100% of its personnel costs funded for the full year, the department will typically be over budgeted due to turnover. The savings created from these temporarily empty positions is called “salary savings”. A conservative estimate of salary savings is budgeted so the funds can be recaptured by the County to fund other priorities.

Typically, PBO has used historical figures for each department to develop a budget for salary savings. Some departments have higher salary savings than others due to historical trends. In FY 00, PBO did not review historical information for all departments to modify the salary savings rate due to overall funding limitations. As a result, some departments have salary savings set at a rate higher than historical rates would suggest.

In FY 01, a review of historical salary savings rates has revealed that a few offices have salary savings that were out of alignment with historical outcomes and \$490,514 needed to be included within the Preliminary Budget to ensure that these salary savings targets are realistic. The majority of this increase is in Health and Human Services, which required an additional \$372,287 for this purpose.

**b. Transfers to Special Revenue Funds**

There are three transfers from the General Fund to Special Revenue Funds that have increased from the FY 00 Adopted Budget. Those changes included in the Preliminary Budget are summarized below.

**Increased Transfers to Special Revenue Funds**

Sheriff	\$274,001	Increased transfer from General Fund to Courthouse Security Fund for existing Courthouse security staff
TNR	64,916	Increased transfer to Road & Bridge Fund due to reduced Unallocated Reserve requirement
TNR	49,352	Increased transfer to Balcones Canyonland Preservation Fund representing estimated tax revenue from new construction on BCP fund

**c. FICA and Career Ladder Adjustments**

\$279,547 needed to be added to departmental budgets to fund the increased FICA level in FY 01, as well as increases in existing career ladders.

**3. Computer Maintenance Agreements**

Information and Telecommunications Services required an additional \$572,903 for maintenance costs on existing hardware and software, including those systems that will no longer be on warranty. These resources are for new maintenance costs associated with the implementation of the Integrated Justice System, and the County Clerk's Deed Indexing System, as well as cost increases on existing maintenance contracts.

**4. Facilities Maintenance**

As a way to address funding limitations in FY 99 and 00, Facilities Management reduced the amount budgeted for County-wide facilities maintenance. Given the importance of maintaining the County's facilities infrastructure and the previous reduction in the maintenance program due to funding limitations, the Preliminary Budget includes \$213,880 to restore this funding for the Facilities Management.

**5. GASB 34 Reserve**

The Government Accounting Standards Board has issued its Statement 34. This is the most significant and comprehensive change to state and local governmental accounting and financial reporting in many years. The intent of these changes is to improve governments' accountability in financial reporting and provide additional financial information. Not meeting this requirement would inevitably have a negative impact on the County's bond rating. It will be necessary to develop a team of central and departmental financial staff to implement GASB 34, which includes calculating the value of all major capital assets, depreciating them, and keeping all expenditure and revenue information on a full accrual as well as on the modified accrual basis.

A reserve of \$850,000 is set aside for this effort, to be appropriated between the Auditor's Office and other departments. An assessment of the County-wide needs will need to be completed as well as the staffing and execution plan approved by the Commissioners Court.

**7. Other Requirements**

There are a variety of other requirements or contractual obligations that are built into existing departmental programs but not highlighted above. These have been called "Must-Do Requirements" or "Hardwired Requirements" that are recommended within the Preliminary Budget. Those changes plus those already approved by Commissioners court for inclusion in the Preliminary Budget that are greater than \$50,000 are summarized in the following table.

**Other Departmental Requirements – General Fund Operating Budget**

Individual Changes Totaling Less than \$50,000 Are Not Listed  
(Excludes one-time CAR funded expenditures)

Department	Amount	Purpose
Justice and Public Safety	274,286	Per FY 00 Court action for Community Justice Program enhancements plus associated staff, and JPS reorganization proposal creating net .5 FTE
Emergency Services	236,487	For existing service levels on EMS interlocal with City, overtime costs, Starflight equipment no longer under warranty
District Clerk	104,633	Four new positions, established with corresponding new certified revenue for Title IV-D child support processing
Criminal Courts	78,780	Required expenditures from first new District Court (390 <sup>th</sup> ) added in FY 00
Health and Human Services	76,346	Interlocal agreement requirements with City of Austin and Texas A & M
Constable 1	71,488	Two staff to work criminal warrant backlog, offset by additional criminal warrant revenue
TNR	70,420	To operate and maintain the 290 Landfill as required by state and federal regulations
Probate Court	68,658	Family Eldercare contractual requirements
ITS	67,336	One new staff for 911-RDMT project
Medical Examiner	62,760	Move a half time position to full time, based on FY 00 Court action
General Admin.	60,000	Estimated costs for redistricting based on 2000 census

**F. Workforce Investment**

The FY 01 Preliminary Budget contains a total of \$10,488,238 dedicated toward an investment in the County’s workforce, as outlined in the following table. A summary of each of the changes follows.

Health Benefits	\$1,733,747
Compensation Reserve for General employees (6% overall)	5,042,173
POPS adjustment for existing scale	843,000
POPS parity with APD	<u>2,500,000</u>
Total POPS (7.9% overall)	3,343,000
Elected Officials - 3%	87,616
Livable Wage	75,702
Retirement changes for existing employees	103,000
3% COLA for retirees	103,000
<b>Total</b>	<b>\$10,488,238</b>

**1. Health Benefits**

The cost to the County for health insurance benefits will increase in FY 01 by \$1.7 million, primarily due to increased claims on the policy for medical and prescription costs. FY 01 represents the last year of the four year contract with Blue Cross. After some considerable discussion with the Commissioners Court, the basic terms and conditions of the contract with Blue Cross were continued into FY 01. It will be necessary to re-bid a new contract for health benefits in FY 02.

## **2. Performance Based Pay and Other Compensation Adjustments**

Over recent years, the Commissioners Court has been able to include a 3% annual appropriation for Performance Based Pay increases. However, the FY 00 Adopted Budget contained only 1.5% for all General Fund employees eligible to receive such performance based pay. In addition, since the last major salary adjustments for market conditions in FY 98, the Austin labor market has become much more competitive. As a result, departments have experienced a variety of difficulties in recruiting and retaining employees due to fast-moving market conditions.

For FY 01, the Preliminary Budget contains a compensation reserve in the General Fund equal to 6% of each department's FY 00 Adopted Budget for salaries (excluding the Peace Officer Pay Scale, elected officials, and temporary employees) to address the departments' compensation needs. These needs include Performance Based Pay, restructuring, market adjustments, reclassifications, reorganizations, internal equity adjustments, and other compensation needs. Other funds will be expected to fund these compensation increases internally. The cost included in the Preliminary Budget for the General Fund including benefits is approximately \$5 million.

The Commissioners Court has expressed interest in allowing departments to develop individualized plans on how to best allocate their allotment of this reserve to meet their unique circumstances. General guidelines will need to be developed during the budget process, and therefore these funds are located in a reserve until the Court determines the best method and timing for a specific appropriation to departments.

## **3. Peace Officer Pay Scale (POPS) increases**

The County has a Peace Officer Pay Scale (POPS) program for sworn peace officers in the Sheriff's Office, Constables Offices, District Attorney's Office, County Attorney's Office, Juvenile Public Defender, and Transportation and Natural Resources (TNR). There are 883.5 employees on the POPS scale. This pay scale establishes certain criteria for when peace officers receive pay increases. The total annual cost of these increases including benefits for all departments is \$843,000. This amount is included in the Preliminary Budget as a reserve and will be allocated to the departments prior to the adoption of the Adopted Budget.

In addition, it has been a desire of the Commissioners Court and the Sheriff's Office to benchmark the County's POPS compensation plan to the City of Austin's compensation system for its police officers. A \$2.5 million reserve is included in the Preliminary Budget for this purpose for planning purposes, for a total of \$3,343,000 related to the POPS program. This amount represents an overall increase of 7.9% for the officers.

This reserve will need to be discussed with the Commissioners Court during the budget process in light of all other compensation issues in FY 01 and current fiscal constraints. This discussion will also need to focus on appropriate parity relationships between the Police Department and the County's Peace Officer Pay Scale employees in not only the Sheriff's Office but in the other offices with peace officers such as TNR, the Constables, Juvenile Public Defender, the District Attorney, and the County Attorney.

#### **4. Elected Officials Salaries**

There is a statutorily determined process for elected officials to receive pay increases. The Commissioners Court is the agency that makes such a determination. For the purpose of planning, a 3% increase is included in this Preliminary Budget for elected officials. This represents a \$87,616 compensation reserve.

#### **5. Livable Wage**

The Commissioners Court has expressed an interest in ensuring that all employees receive no less than a "Livable Wage," given the considerable growth in the local Austin economy and the cost of living in the area. Discussions were not yet finalized on this matter when the Preliminary Budget was developed. For the purposes of planning, a total of \$75,702 has been included in the General Fund. This amount represents the cost to the General Fund of increasing the minimum wage for regular County employees to \$8.50 per hour. Other funds will need to absorb such increases internally.

#### **6. Retirement Changes**

An additional \$103,000 is needed to fund increased costs from the Texas County and District Retirement System for current employees. In addition, the Commissioners Court has expressed interest in having existing retirees receive a cost of living adjustment (COLA), as the last time such an adjustment was made was in 1995. The Preliminary Budget includes \$103,000 for a 3% Cost Of Living Adjustment (COLA) to retirees.

**III. DEBT POLICY**

The Commissioners Court has established a debt limitation policy that is intended to maintain a prudent approach toward the issuance of debt. Among other things, this policy indicates that the Commissioners Court will not issue long-term debt (i.e., with a repayment period in excess of five years) without the approval of such a bond issue by the voters at an election. There are three exceptions to this limitation on non-voter approved long term debt:

1. When the expenditure is legally required, and/or where penalties or fines could be imposed on the County if the expenditure is not made;
2. When the issuance of the debt results in an actual overall tax savings to the voters during, at least, the life of the bonds;
3. When the voters have previously approved the issuance of general obligation bonds but, for legal reasons, Certificates of Obligation must be substituted for these bonds in order to carry out the voters' authorization.

An exception was made to this policy in FY 00, and 20 year debt was authorized using Certificates of Obligation for certain critical capital needs. Discussions will need to occur with the Commissioners Court during the FY 01 budget process on this policy to determine whether the limitations on long term debt are still appropriate.

**IV. CAPITAL RECOMMENDATIONS**

Capital equipment and facilities improvements are funded from three basic sources - either from the General Fund, the Road and Bridge Fund, or from debt, as summarized below.

**A. General Fund (CAR)**

The General Fund has established a Capital Acquisition Resources account (CAR) for the purpose of funding capital equipment and facilities. In FY 98, the amount appropriated to CAR was \$10.0 million. The level of CAR in FY 99 was \$7.9 million, and it was \$7.7 million in FY 00. The level recommended in this Preliminary Budget is again \$7.7 million, representing the same General Fund commitment to capital needs as in FY 00. In addition, \$508,000 of rebudgeted FY 00 CAR resources is included in the Preliminary Budget. These rebudgeted projects represent approved capital that was funded in FY 00 but is anticipated to be unable to be encumbered or expended prior to the end of the fiscal year. A listing of the rebudgeted CAR items is contained in the Appendix.

A summary of the equipment and facility projects funded from CAR is shown below. The detailed list of individual equipment items or facility projects for FY 01 is located in the Appendix.



**Capital Equipment and Projects Included Recommended to be Funded by the Capital Acquisition Resources Account (CAR)**

<b>Type of Project/Department</b>	<b>Amount</b>
New and replacement vehicles	2,279,071
County-wide computer hardware and software	2,100,467
General Facilities maintenance and renovation projects	490,598
911-RDMT project management	446,400
911-RDMT Radios	1,127,000
Sheriff's Office needs, including jail facility renovation	233,389
Systems furniture for District Clerk	165,000
Other equipment among 13 other departments	355,950
Sub-total	\$7,197,875
CAR Reserve	502,125
<b>Total</b>	<b>\$7,700,000</b>

**B. Road and Bridge Fund**

In addition to the resources provided through the General Fund Capital Resources Acquisition account (CAR), the Road and Bridge Fund has \$1,624,000 in TNR vehicles and heavy equipment recommended for funding out of this special revenue fund along with \$1,772,500 in road and road maintenance related projects. These Road and Bridge Projects are summarized in the table below.

**Road and Bridge Projects and Equipment Funded from Road and Bridge Fund**

Vehicles and heavy equipment	\$1,624,000
Hot Mix Overlay	1,668,000
Pavement Condition Survey	100,000
Shop Equipment	4,500
Total	\$3,396,500

Furthermore, the Road and Bridge Fund has \$575,551 remaining in its Allocated Reserve to be appropriated by the Commissioners Court for high priority road and bridge projects during the budget process. These remaining funds are likely to be needed for compensation-related needs of personnel funded out of the Road and Bridge Fund. Another \$16,300 in capital needs at Pace Bend Park is recommended to be funded from the LCRA CIP Fund. The Appendix contains a list of the road and bridge related equipment and capital recommended to be funded out of the Road and Bridge Fund.

**C. Debt Financing**

The third funding source for capital equipment and projects is using debt, either in the form of Certificates of Obligation or Bonds. This Preliminary Budget recommends the issuance of the following debt in FY 01:

- \$9,900,000 in Certificates of Obligation, and
- \$5,632,000 in Permanent Improvement and Road Bonds Authorized in 1997

It should be noted that there may be additional resources from the receipt of additional interest and sweeping unspent funds that may be reallocated to other capital projects consistent with the terms and conditions of the bond or CO requirements.

## **1. FY 01 Bond Issuances**

### **a. November 1997 Bonds**

In February 1997, the Commissioners Court established a 25 member Citizens Advisory Bond Committee. Their charge was to make recommendations on the size and content of a bond election for capital projects needed for the next five years. The Citizens Bond Committee recommended projects to the Commissioners Court. Using parameters established in the County's debt policy, the Commissioners Court decided to authorize a bond election for a total of \$96,050,000 in projects. This amount was determined to be fiscally prudent, and allowed the County to remain within its debt capacity guidelines.

The bond election resulted in seven out of eight of these propositions being approved by the voters during the November 4, 1997 election. The total authorization approved by the voters is \$94,430,000. Of this authorization, \$86,128,000 has been issued already, either in the form of Road Bonds, Permanent Improvement Bonds, or Certificates of Obligation in lieu of bonds. The only amounts remaining to be issued are \$2,670,000 for State Highway 130 Right of Way and \$5,632,000 in Road and Bridge projects.

The FY 01 Preliminary Budget includes the last installment of the November, 1997 voter approved bonds of \$5,632,000 for the remaining Road and Bridge projects (excluding State Highway 130). If a traditional time schedule were followed, such bonds would be authorized in December 2000 and issued in January 2001 with funds received by March 2001.

The status of each of the various bond propositions is shown below.

Bond Proposition	Amount Originally Authorized	Amount Issued to Date	Amount For FY 01	Remaining Authorization
<b>1997 Voter Approved Bonds:</b>				
Proposition 1 – Roads/Bridges	36,015,000	30,383,000	5,632,000	0
Proposition 2 – Parks	19,110,000	19,110,000	0	0
Proposition 3 – Juvenile Justice Center	16,045,000	16,045,000	0	0
Proposition 5 – State Highway 130	4,000,000	1,330,000	0	2,670,000
Proposition 6 – State Highway 45	3,525,000	3,525,000	0	0
Proposition 7 – Starflight Hangar	2,035,000	2,035,000	0	0
Proposition 8 – Del Valle Improvements	13,700,000	13,700,000	0	0
<b>Total for 1997 Voter Approved Bonds</b>	<b>\$94,430,000</b>	<b>\$86,128,000</b>	<b>5,632,000</b>	<b>\$2,670,000</b>

**b. FY 00 Certificates of Obligation**

\$9,900,000 in funding from Certificates of Obligation is recommended in the FY 01 Preliminary Budget. The majority of this funding is for the 911-RDMT project, totaling \$8,171,397. (Another \$1,573,400 for 911-RDMT is recommended to be funded from the General Fund CAR account.) The balance of recommended funding is for other capital needs in County departments, as shown in the table below.

**Projects Funded from FY 01 Certificates of Obligation**

<b>911-RDMT Project:</b>	
Combined Communications Center construction	\$4,582,952
New towers/upgrade existing towers for 911-RDMT project	3,200,000
Land for new towers	130,445
Computer Aided Dispatch equipment (CAD)	<u>258,000</u>
<b>Total 911-RDMT</b>	<b>\$8,171,397</b>
County-wide computer & telecommunications equipment	385,000
General Facility rehabilitation projects	305,000
Correctional Complex repairs and equipment replacement	355,001
County-wide vehicles and heavy equipment	379,500
TNR projects and equipment	251,000
Issuance Cost	<u>53,102</u>
<b>Total CO</b>	<b>\$9,900,000</b>

During the FY 00 budget process, the Commissioners Court provided the 911-RDMT project with a direction to proceed into implementation. The FY 00 Adopted Budget included \$400,000 for RDMT-CAD infrastructure, \$457,000 for planning the Combined

Communications Center funded from Certificates of Obligation, and \$318,400 from General Fund CAR funding for licensing and project management. \$119,000 was also provided from CO's and CAR for Mobile Data Computers as part of a grant match from the Federal COPS grant.

FY 01 will represent the second year of substantial capital investment in the 911-RDMT project, which has a total estimated cost to Travis County of \$21.8 million. Programmatically, the project is comprised of four basic parts, as follows:

- Computer Aided Dispatch (\$658,000)
- Mobile Data Communications (\$3,400,500)
- Combined Communications Center (\$6,072,428)
- Radio Project (\$11,686,877)

The basic funding for this project through FY 03 is summarized in the following table.

	FY 00	FY 01	FY 02	FY 03	Total
<b>Computer Aided Dispatch</b>					
Infrastructure	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
Equipment	\$ -	\$ 258,000	\$ -	\$ -	\$ 258,000
<b>Total CAD</b>	<b>\$ 400,000</b>	<b>\$ 258,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 658,000</b>
<b>Mobile Data Comm./Auto Vehicle Location</b>					
Infrastructure	\$ -	\$ -	\$ 342,500	\$ -	\$ 342,500
MDC Equipment (NOTE 1)	\$ 119,000	\$ -	\$ 941,000	\$1,318,000	\$ 2,378,000
AVL Equipment	\$ -	\$ -	\$ 340,000	\$ 340,000	\$ 680,000
<b>Total MDC/AVL</b>	<b>\$ 119,000</b>	<b>\$ -</b>	<b>\$1,623,500</b>	<b>\$1,658,000</b>	<b>\$ 3,400,500</b>
<b>Combined Communication Center</b>					
Phase II - A/E Specifications	\$ 457,000	\$ -	\$ -	\$ -	\$ 457,000
Phase III – Construction	\$ -	\$4,582,952	\$1,032,476	\$ -	\$ 5,615,428
<b>Total Combined Comm Center</b>	<b>\$ 457,000</b>	<b>\$4,582,952</b>	<b>\$1,032,476</b>	<b>\$ -</b>	<b>\$ 6,072,428</b>
<b>Radio Portion</b>					
New Towers/Upgrade Existing Towers	\$ -	\$3,200,000	\$1,337,632	\$ -	\$ 4,537,632
Land for New Towers	\$ -	\$ 130,445	\$ -	\$ -	\$ 130,445
Equipment - Radios	\$ -	\$1,127,000	\$5,127,000	\$ -	\$ 6,254,000
Licensing	\$ 85,000	\$ -	\$ -	\$ -	\$ 85,000
Project Management	\$ 233,400	\$ 446,400	\$ -	\$ -	\$ 679,800
<b>Total Radio</b>	<b>\$ 318,400</b>	<b>\$4,903,845</b>	<b>\$6,464,632</b>	<b>\$ -</b>	<b>\$11,686,877</b>
<b>Total Project</b>					
Subtotal CO	\$ 519,000	\$8,171,397	\$7,497,108	\$ -	\$16,187,505
Subtotal CAR	\$ 775,400	\$1,573,400	\$1,623,500	\$1,658,000	\$ 5,630,300
<b>Total 911/RDMT Project</b>	<b>\$1,294,400</b>	<b>\$9,744,797</b>	<b>\$9,120,608</b>	<b>\$1,658,000</b>	<b>\$21,817,805</b>

NOTE 1: Assumes the need for \$119,000 in MDC equipment in FY 00 as match for COPS technology grant. The amount of the grant is \$350,000 and the equipment figures have been reduced by that amount as the grant will fund equipment.

**2. Additional Certificate of Obligation Debt for Roads and Other Capital Needs**

The County's debt capacity is constrained by two basic factors. The first is a set of debt ratios that are contained in the County's debt policy. These ratios provide the Commissioners Court with guidance on how much debt to issue within standard financial ratios used nationally by bond rating agencies for such purposes. PBO has reviewed these ratios and the County is well within its technical capacity to absorb additional debt in FY 01 solely using such ratios as a constraining factor. These ratios

will become important in determining the magnitude and timing of the next bond election. Such an election could easily be in the \$50 million to \$100 million range. At that magnitude of debt absorption, these ratios will play a critical constraint to ensure that the County's fiscal infrastructure can handle such future debt.

In addition, a question remains about the capacity of the County to absorb additional Certificate of Obligation debt in FY 01. The constraint that many believe is most critical in this case is the County's annual debt service payments and the impact on the tax rate of such payments. As outlined in the previous sections, the Preliminary Budget includes \$9.9 million in short-term CO's as well as \$5,632,000 in long-term Bonds.

Assuming that FY 02 and FY 03 debt issuances will also include a \$9.9 million short-term CO, then the impact on the FY 02, FY 03, and FY 04 debt service is as follows:

	<b>FY 01</b>	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>
<b>FY 01 Debt Issuance:</b>				
Debt Service if no debt is issued in FY 01	\$49,635,719	\$46,533,761	\$44,596,589	\$39,461,702
Debt Service associated with \$5.6 M Road Bonds*		\$ 603,166	\$ 511,322	\$ 512,357
Debt Service associated with \$9.9 M 5-yr CO's*		\$ 2,546,767	\$ 2,365,427	\$ 2,374,398
<b>Total New Debt Service</b>	<b>\$49,635,719</b>	<b>\$49,683,694</b>	<b>\$47,473,338</b>	<b>\$42,348,457</b>
<b>Debt Service increase for FY 02</b>		<b>\$ 47,975</b>		
<b>FY 02 Debt Issuance:</b>				
Debt Service if no debt is issued in FY 02	\$49,635,719	\$49,683,694	\$47,473,338	\$42,348,457
Debt Service associated with \$9.9 M 5-yr CO's*			\$ 2,546,767	\$ 2,539,051
<b>Total New Debt Service</b>	<b>\$49,635,719</b>	<b>\$49,683,694</b>	<b>\$50,020,105</b>	<b>\$44,887,508</b>
<b>Debt Service increase for FY 03**</b>			<b>\$ 336,411</b>	
<b>FY 03 Debt Issuance:</b>				
Debt Service if no debt is issued in FY 03	\$49,635,719	\$49,683,694	\$50,020,105	\$44,887,508
Debt Service associated with \$9.9 M 5-yr CO's*				\$ 2,546,767
<b>Total New Debt Service</b>	<b>\$49,635,719</b>	<b>\$49,683,694</b>	<b>\$50,020,105</b>	<b>\$47,434,275</b>
<b>Debt Service decrease for FY 04**</b>				<b>\$ (2,585,830)</b>
* Assumes debt service is structured as the FY 00 issuance.				
** Assumes same amount of five year CO debt is issued as in FY 01 and that no long term debt is issued.				

If the \$5.6 million in long term voter approved debt and \$9.9 million in 5-year CO's are issued in FY 01, then there will be a small \$48,000 increase in the FY 02 debt service, and a total debt service of \$49.7 million in that year. This is assuming that the debt service is structured as the FY 00 issuance was structured and the Court's policy is maintained on avoiding long term debt unless it is voter approved. Therefore, with these assumptions, any additional debt beyond what is recommended in this Preliminary Budget will add further to the scheduled debt service in FY 02.

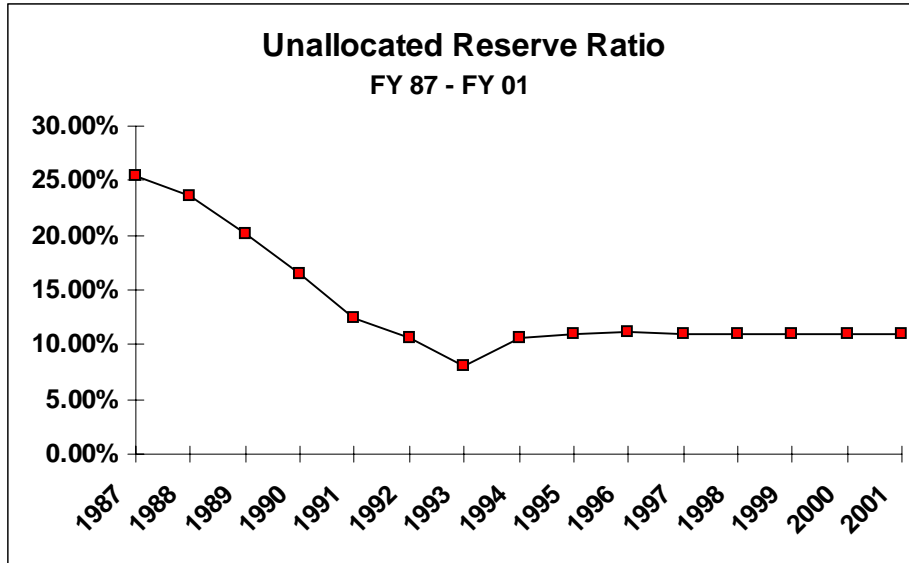
For FY 02, if the same amount of 5-year CO's is issued as in FY 01 (\$9.9 million), then there will be a \$336,000 increase in debt service in FY 03, for a total debt of \$50.0 million. However, the FY 03 bond issuance could be significantly larger, since there is a large scheduled decrease in debt service in FY 04. Specifically, if another \$9.9 million in 5-year CO's is issued in FY 03, then the debt service in FY 04 would decrease by \$2.5 million. This decrease could coincide with a bond election in November, 2002, which would have the first issuance under such an election in FY 03, and the first debt service in FY 04. The original 1997 voter approved bond election envisioned another bond election five years later, in 2002.

## **V. RESERVES**

There are three types of regularly budgeted reserves: (1) Unallocated Reserve, (2) Allocated Reserve, and (3) the Capital Acquisition Resources Reserve account (CAR Reserve).

### **A. Unallocated Reserve**

The Unallocated Reserve is not dedicated for any specific expenditure and is not intended to be spent except in the case of a disaster or dire emergency. It sometimes is called "The Untouchable Reserve" and makes up most of the budgeted ending fund balance. The level of this reserve demonstrates the County's fiscal soundness, which in turn influences the County's bond rating. The County drew down its Unallocated Reserve during the late 1980's as a cushion to accommodate necessary programmatic requirements and economic conditions and to more closely match taxation with the timing of expenditures. Unallocated Reserve ratios declined significantly during that period.



The County's bond and financial advisors have recommended that the County maintain an Unallocated Reserve level of between 8% and 12% for sound financial management. (The Commissioners Court's Financial and Budgeting Guidelines state a goal for this reserve to be between 10% and 12%). With the general economy improving, it is an excellent time for the County to ensure that its Unallocated Reserve remain healthy in order to accommodate any shortfalls or economic downturns that history indicates are likely to occur in the future, as long as operating needs are reasonably met.

In FY 93, the reserve ratio was 8.12%. During the last six years, the Commissioners Court built up the Unallocated Reserve ratio to approximately 11.0%, and maintained it at that level. The total FY 01 General Fund Unallocated Reserve is \$23.4 million. As was done in FY 00, the FY 01 Preliminary Budget includes having the Unallocated Reserve requirements for the Road and Bridge carried in the General Fund.

The County's Unallocated Reserves calculations are based on budgeted expenditures in three funds: the General Fund, the Debt Service Fund, and the Road and Bridge Fund. These are the County's three largest operating funds. This Preliminary Budget continues the practice of budgeting Unallocated Reserves at 11% for the total of all three funds. However, the individual ratios for the three funds when viewed independently have not all been at 11%. In particular, the Debt Service Reserve has been historically much higher than 11%, while the General Fund has been lower than 11%.

Reserves in the Debt Service Fund can only be used for debt-related expenditures, while the Reserves in the General Fund are not as restricted and may be used for any lawful purpose. Thus, in the event of an emergency, the Commissioners Court has more flexibility with its reserves in the General Fund than in the Debt Service Fund. The Court's Financial and Budgeting Guidelines, approved in July, 1996 and reaffirmed in April, 1999, indicate that "it is the intent of the Commissioners Court that each of these



two funds will eventually have reserves that are more equalized between the two funds.” As such, the Commissioners Court has been taking steps over recent years to rectify this imbalance.

The Preliminary Budget recommends that \$4.5 million of the Debt Service Reserve be utilized to make debt service payments, which results in a decrease of almost one cent in the Interest and Sinking (I & S) tax rate (this is also known as the Debt Service Rate). The Effective Tax Rate calculation adds the same amount to the Maintenance & Operating (M & O) tax rate. The total combined rate would neither go up nor go down. What this does is move the I & S component of the Effective Tax Rate down and the M & O component of the Effective Tax Rate up by the same amount.

The reserve ratios (per Standard and Poor's formula) showing the relationship between the Unallocated Reserve for the General Fund, Road and Bridge Fund, and the Debt Service Funds and the adjusted expenses for these funds are displayed in the Appendix.

### **B. Allocated Reserve**

The Allocated Reserve is dedicated to known or potential expenditures and some or all of the reserve is likely to be spent during the year. The FY 01 Preliminary Budget includes an Allocated Reserve of \$2,300,000. It represents less than 1% of the General Fund, and is what was budgeted in FY 00.

There are, however, potential claims against this Allocated Reserve. These claims are called “Earmarks” and are signals to the Commissioners Court that a department may have a justified need for a mid-year transfer of resources to their budget for a specific purpose. These “Earmarks” total \$827,344 as of the development of this Preliminary Budget, and are likely to play a significant role for the FY 01 Commissioners Court’s budget discussions throughout the year. A listing and summary of these recommended Earmarks against the Allocated Reserve are listed in the Appendix.

### **C. Capital Acquisition Resources account (CAR) Reserve**

The Capital Acquisition Resources Reserve (CAR Reserve) is similar to the Allocated Reserve, but is instead used for one time expenditures for capital items. It is for additional capital purchases or projects that are developed during the year or to pay for cost increases in already approved projects. The Preliminary Budget includes a CAR reserve of \$502,125, which is essentially the same as last year. The earmarks against this reserve total \$65,000 and are outlined in the Appendix.

### **D. Other Reserves**

The Preliminary Budget has not established special annualization reserves to ensure that resources are available in FY 02 that have not been fully funded in FY 01. This is due to the fact that the departmental budgets contain a full years’ funding for all recommended expenditures. It is likely, however, that such “annualization reserves” will be necessary in the Adopted Budget for at least the Peace Officer Pay Scale increases and the Intermediate Sanctions Center staffing. Such reserves avoid the “ratchet effect”

of having “automatic” increases in FY 02 due to appropriations decisions that funded new activities for only part of the year.

In FY 99, the Commissioners Court established a 1.5 cent tax increase for Emergency Medical Services. Due to delays in establishing new stations and hiring staff and training, not all of these funds were expensed. As such, in FY 99, the Commissioners Court established an Emergency Medical Services (EMS) reserve to be carried forward for future EMS needs. Of the original amount, \$955,279 is available to be again carried forward as a reserve in the FY 01 Preliminary Budget for one-time expenditures.

A special Tobacco Settlement Endowment reserve has been established to reflect the interest earned off excess tobacco settlement funds received in FY 00 and carried in the Unallocated Reserve. In FY 00, approximately \$2.6 million was received from the State of Texas Tobacco Settlement in excess of what was certified. However, the Rural Medical Assistance Program (providing health care to indigents) required approximately \$600,000 for its programmatically required expenses in FY 00. This left \$2 million of one-time excess resources that has been carried in the County's Unallocated Reserve (due to these funds falling to the FY 00 ending fund balance). The County receives approximately 6% interest on its funds, and therefore, the interest from the Tobacco Endowment (carried in the Unallocated Reserve) is \$120,000. This reserve is available for expenditure or the Court may wish to leave this reserve unexpended so that it can grow in future years.

## **VI. PROPERTY TAX RATE**

### **Tax Base and the Impact on the Homeowner**

The total taxable value for all Travis County property has increased from \$42.2 billion in 1999 to an estimated \$49.6 billion in 2000. This is still a preliminary number and may decrease (to possibly \$49.5 billion) by the time the tax roll is certified. Normally, the Travis Central Appraisal District (TCAD) has been able to certify the tax roll prior to the issuance of the Preliminary Budget. However, this year, the TCAD needed to delay the certification of the tax roll a week or so, due to the large number of appeals and related workload. Therefore, the following data as well as the overall Preliminary Budget is based on TCAD estimates. However, in the event the final certified tax roll is lower, the effective tax rate would increase by \$.0010 for every \$100 million decrease in value (for example, from \$49.6 billion to \$49.5 billion.)

The new value is estimated at \$3.0 billion, compared to new value of \$2.4 billion in FY 00. These values continue the recent trend of a rebound in the County tax base as the economic recovery continues.

The table below depicts the impact of the Proposed Tax Rate of \$.4650 per \$100 of taxable value on the average residential homeowner declaring his or her house as a homestead. (This information is based on the estimated total tax roll of \$49.6 billion with estimated new value of \$3.0 billion).

**Impact of FY 01 Tax Rates on Average Homestead Owner  
(Estimates of Value Provided From the Travis Central Appraisal District)**

**BASED ON AVERAGE OF ALL HOMESTEADS**

	1999	2000	Difference	% Change
<b>Average Appraised Value of a Homestead</b>	\$136,868	\$153,713	\$16,845	12.3%
<b>Average Taxable Value After 20% Homestead Exemption</b>	\$109,494	\$122,970	\$13,476	12.3%
<b>Tax Rate</b>	0.4988	0.4650	(0.0338)	(6.8%)
<b>Annual Tax</b>	\$546.16	\$571.81	\$25.65	4.7%
<b>Monthly Tax</b>	\$45.51	\$47.65	\$2.14	4.7%

Based on information estimated by the Travis Central Appraisal District, the owner of an average homestead that is valued at \$153,713 will see a 4.7% increase in their annual property tax bill from \$546.16 per year to \$571.81 per year as a result of this tax rate. This equals \$25.65 per year or \$2.14 per month.

Since any individual homestead is limited by law to an increase in that home's taxable value of no more than 10% in any given year, the individual owning such a home that was valued at \$136,868 will have their taxable value increase by no more than 10% to \$150,555. As a result, this average homeowner will have a tax increase of \$13.90 per year (or \$1.16 per month). This is shown in the table below.

**BASED ON 10% MAXIMUM INCREASE ALLOWED FOR ANY ONE HOMESTEAD**

	1999	2000	Difference	% Change
<b>Average Appraised Value of a Homestead</b>	\$136,868	\$150,555	\$13,687	10.0%
<b>Average Taxable Value After 20% Homestead Exemption</b>	\$109,494	\$120,444	\$10,950	10.0%
<b>Tax Rate</b>	0.4988	0.4650	(0.0338)	(6.8%)
<b>Annual Tax</b>	\$546.16	\$560.06	\$13.90	2.5%
<b>Monthly Tax</b>	\$45.51	\$46.67	\$1.16	2.5%

The FY 01 Preliminary Budget is balanced at a \$.4650 tax rate. This represents a decrease of \$.0338 in the Tax Rate from the current \$.4988 per hundred of taxable value, equaling a 6.8% decrease.

**PRELIMINARY BUDGET TAX RATES FOR TRAVIS COUNTY**  
**(Cents per \$100 of Appraised Value)**

	Adopted FY 00 Rate	Preliminary FY 01 Rate	Difference	% Change
Operating Rate	\$0.3861	\$0.3741	(\$0.0120)	(3.1%)
Debt Service Rate	<u>0.1127</u>	<u>0.0909</u>	<u>(\$0.0218)</u>	<u>(19.3%)</u>
Total Tax Rate	\$0.4988	\$0.4650	(\$0.0338)	(6.8%)

**PLANNING AND  
BUDGET'S  
RECAPITULATION OF  
FISCAL YEAR 2001  
ADOPTED BUDGET**

	<b>TOTAL ALL FUNDS</b>	<b>GENERAL FUND</b>	<b>ROAD &amp; BRIDGE FUND</b>	<b>D SE FU</b>
<b>Beginning Balance</b>	\$98,241,980	\$32,074,387	\$3,454,595	\$12,718,000
<b>Revenues:</b>				
Taxes				
Current	228,706,027	184,143,436		44,562,591
Delinquent	1,681,772	1,302,000		
Penalty & Interest	3,475,195	1,600,000		
Other	4,659,150	4,659,150		
Intergovernmental	20,730,833	5,387,727	13,074,500	
Charges for services	23,431,506	19,631,978		
Fines and forfeitures	4,174,958	4,174,958		
Interest	8,085,431	6,565,992	300,000	
Miscellaneous	17,207,221	3,844,510	27,617	
<b>Total Revenues</b>	<b>\$312,152,093</b>	<b>\$231,309,751</b>	<b>\$13,402,117</b>	<b>\$46,380,225</b>
<b>Other Financing Sources</b>				
Transfers in	5,490,362	(1) 1,068,792	1,857,168	
<b>Total Available</b>	<b>\$410,394,073</b>	<b>\$264,452,930</b>	<b>\$18,713,880</b>	<b>\$59,760,410</b>
<b>Expenditures:</b>				
General Government	53,314,423	45,120,306		
Justice System	43,510,480	41,682,355		
Law Enforcement	23,452,755	22,457,826		
Corrections & Rehabilitation	56,216,489	55,576,562		
Juvenile Services	18,914,441	18,914,441		

Public Health	16,450,644	14,471,750		
Human Services	15,149,711	15,149,711		
Transportation & Roads	18,067,462		18,067,462	
Parks & Recreation	4,108,407	3,696,887		
Allocated Reserves	29,784,797	19,103,697 (3)	646,418	
Unallocated Reserves	33,830,352	23,857,825		9
Grants	0	0		
Bonds	47,958,378			
Debt Service	30,336,833			30
Interest	19,298,901			19
<b>Total Expenditures</b>	<b>\$410,394,073</b>	<b>\$260,031,360</b>	<b>\$18,713,880</b>	<b>\$59</b>
<b>Other Financing Uses</b>				
Transfers Out	5,490,362 (1)	4,421,570		
<b>Total Expenditures and Other Uses</b>	<b>\$410,394,073</b>	<b>\$264,452,930</b>	<b>\$18,713,880</b>	<b>\$59</b>
<b>Ending Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

Note 1: Total transfers are excluded in the "Total All Funds" column to prevent double counting.

Note 2: Total includes \$753,754 consisting of:  
 CAPSO (\$175,000);  
 Corporations (\$508,754);  
 Abandoned Equipment Fund (\$70,000)

Note 3: Allocated Reserves:

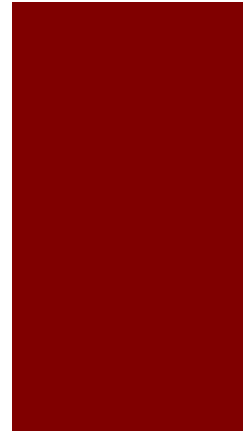
Regular Allocated		3,434,492
CAR		9,710,422
EMS Reserve		914,829
GASB 34		850,000
IJS Reserve		500,000

Annualization Reserve	956,927
POPS APD Parity Reserve	2,737,027
<b>Grand Total</b>	<b>19,103,697</b>

Note 4: Estimates for the following amounts for ALL Funds will be added to the \$410,245,039 budget to establish a Total Proposed Budget for expenditures not to exceed \$509,245,039

Pre	8
-	
En	
cu	
mb	
ran	
ces	60
En	
cu	
mb	
ran	
ces	
Inc	
lud	
ing	
Ac	
cru	
als	25
Re-	
Ap	
pro	
pri	
ate	
d	
Gra	

nt  
Fu  
nds  
Vot  
er  
Ap  
pro  
ved  
Bo  
nds



6

**PLANNING AND  
BUDGET'S  
RECAPITULATION  
OF FISCAL YEAR  
2001 BUDGET  
ADOPTED BUDGET**

TRAVIS COUNTY,  
TEXAS  
OTHER FUNDS  
COMBINING  
STATEMENT  
FISCAL YEAR 2001

	Law Library Fund	Dispute Resolution Fund	Risk Management Fund	Travis Co. Counseling Center	Co Pro Pro
Beginning Balance	\$195,758	\$25,962	\$4,897,834	\$51,432	
<b>Revenues:</b>					
Intergovernmental					
Charges for services	665,413	177,438		615,606	
Interest	6,000	2,200	906,000	12,000	
Miscellaneous		7,700	4,081,383		



Total Revenues	\$671,413	\$187,338	\$4,987,383	\$627,606
Other Financing Sources				
Transfers in	0	83,330		32,000
<b>Total Available</b>	<b>\$867,171</b>	<b>\$296,630</b>	<b>\$9,885,217</b>	<b>\$711,038</b>
<b>Expenditures:</b>				
General Government			5,615,602	
Justice System	513,372	296,630		
Law Enforcement				
Corrections & Rehabilitation				639,927
Public Health				
Parks				
Allocated Reserves	353,799		4,250,000	49,976
Unallocated Reserve				
<b>Total Expenditures</b>	<b>\$867,171</b>	<b>\$296,630</b>	<b>\$9,865,602</b>	<b>\$689,903</b>
Other Financing Uses				
Transfers Out			19,615	21,135
<b>Total Expenditures and Other Uses</b>	<b>\$867,171</b>	<b>\$296,630</b>	<b>\$9,885,217</b>	<b>\$711,038</b>
<b>Ending Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**PLANNING AND  
BUDGET'S  
RECAPITULATION  
OF FISCAL YEAR  
2001 BUDGET  
ADOPTED BUDGET**

---

TRAVIS COUNTY,  
TEXAS

OTHER FUNDS  
 COMBINING  
 STATEMENT  
 FISCAL YEAR 2001

	Travis Co. Expo. Center	Fund 28 Records Mgmt Funds	Fund 30 Records Mgmt Funds	FQHC Fund
Beginning Balance	\$251,925	\$953,469	\$69,551	\$325,143
<b>Revenues:</b>				
Intergovernmental				374,998
Charges for services	390,586	931,578	188,621	58,303
Interest	14,000	30,000	4,500	37,000
Miscellaneous	440,801			
Total Revenues	\$845,387	\$961,578	\$193,121	\$470,301
Other Financing Sources				
Transfers in				1,183,450
<b>Total Available</b>	\$1,097,312	\$1,915,047	\$262,672	\$1,978,894
<b>Expenditures:</b>				
General Government	890,943	1,459,007	228,565	
Justice System				
Law Enforcement				
Corrections & Rehabilitation				
Public Health				1,978,894
Parks				
Allocated Reserves	156,369	456,040	34,107	
Unallocated Reserves	50,000			
<b>Total Expenditures</b>	\$1,097,312	\$1,915,047	\$262,672	\$1,978,894
Other Financing Uses				
Transfers Out				
<b>Total Expenditures</b>				

<b>and Other Uses</b>	\$1,097,312	\$1,915,047	\$262,672	\$1,978,894
<b>Ending Balance</b>	\$0	\$0	\$0	\$0

**TRAVIS  
COUNTY  
TAXES ON THE  
AVERAGE  
HOMESTEAD**

<i>FISCAL YEAR</i>	<i>1990</i>	<i>1991</i>	<i>1992</i>	<i>1993</i>	<i>1994</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>
<i>Avg. Appraised Value of a Homestead</i>	\$78,138	\$78,666	\$77,763	\$79,403	\$90,456	\$101,007	\$112,326	\$121,000
<i>Average Taxable Value After Exemptions</i>	\$62,510	\$62,933	\$62,210	\$63,522	\$72,365	\$80,806	\$89,861	\$97,000
<i>Tax Rate</i>	\$0.3862	\$0.4090	\$0.5132	\$0.5762	\$0.5966	\$0.5552	\$0.5186	\$0.5186
<i>Tax</i>	\$241.41	\$257.40	\$319.26	\$366.01	\$431.73	\$448.63	\$466.02	\$480.00

\* Based on 10% maximum increase allowed for any one homestead. Average appraised value of a Homestead is value for each year according to the Travis Central Appraisal District.

Each one cent of the FY 2001 General Fund tax rate equals \$4,959,185. Figures assume a 99% collection rate and are based upon the Certified Net Taxable Value of \$49,591,847,838.



<b>Year</b>	<b>Revenue (Millions)</b>
1986	\$2.10
1987	\$2.92
1988	\$2.60
1989	\$2.37
1990	\$2.17
1991	\$2.12
1992	\$2.05
1993	\$2.06
1994	\$2.22
1995	\$2.54
1996	\$2.87
1997	\$3.19
1998	\$3.41
1999	\$3.82
2000	\$4.22
2001	\$4.96



ASS  
ESS  
ED  
VAL  
UE  
AND  
ESTI  
MAT  
ED



ACT  
UAL  
VAL  
UE  
OF  
ALL  
TAX  
ABL  
E  
PRO  
PER  
TY  
FISC  
AL  
YEA  
R  
1983  
THR  
OUG  
H  
FISC  
AL  
YEA  
R  
2001

FISCAL YEAR	REAL PRO PERT Y		HOMESTEAD AND OTHER EXEMPTIONS	OTHER PROPERTY	
	ASSESSED VALUE*	ESTIMATED ACTUAL VALUE		ASSESSED VALUE*	
1983	9,599,848,042	9,599,848,042	1,154,340,009	1,643,401,158	
1984	10,074,350,758	10,074,350,758	1,272,431,779	2,056,912,506	
1985	22,258,487,265	22,258,487,265	3,755,663,137	2,818,307,500	
1986	22,259,726,869	22,259,726,869	3,782,591,928	2,809,307,500	
1987	32,324,887,551	32,324,887,551	5,924,987,237	3,238,495,025	
1988	28,258,665,431	28,258,665,431	4,960,764,975	3,357,636,266	
1989	25,381,017,226	25,381,017,226	4,001,029,110	3,382,954,926	
1990	22,197,223,232	22,197,223,232	3,400,019,841	3,684,176,795	
1991	21,720,157,377	21,720,157,377	3,942,786,350	4,230,880,326	
1992	19,901,680,037	19,901,680,037	3,575,690,067	4,309,685,069	
1993	20,541,010,102	20,541,010,102	3,809,571,817	4,500,380,016	
1994	22,231,249,094	22,231,249,094	4,006,502,743	4,483,761,647	
1995	25,822,029,025	25,822,029,025	4,746,163,066	4,828,016,898	
1996	29,262,900,094	29,262,900,094	5,497,057,770	5,222,363,426	
1997	30,980,095,208	** 30,980,095,208	5,816,951,304	5,761,819,529	
1998	28,590,855,480	28,590,855,480	6,465,508,155	5,461,243,843	
1999	32,643,889,181	32,643,889,181	7,197,842,964	5,881,343,293	
2000	35,386,469,626	35,386,469,626	7,378,654,095	6,786,358,833	
2001	41,909,621,550	41,909,621,550	9,942,946,091	7,682,226,288	

NOTE: \*

Excludes  
applicabl  
e  
exemptio  
ns

\*\*

Allows  
for  
\$964,16  
1,830 in  
appeals  
process.

FY 97  
- FY  
01  
GENE  
RAL  
FUN  
D  
DEPA  
RTME  
NT  
BUD  
GETS

Dpt	Dept Name	Adopted Budget FY 1997	Adopted Budget FY 1998	Adopted Budget FY 1999	Adopted Budget FY 2000	Adopt Budg FY 2001
1	COUNTY JUDGE	\$290,637	\$292,140	\$309,487	\$314,993	\$331,000
2	COMMISSIONER-PCT 1	\$205,337	\$210,601	\$233,073	\$230,436	\$241,000

3	COMMISSIONER-PCT 2	\$203,546	\$209,132	\$230,360	\$236,772	\$248,
4	COMMISSIONER-PCT 3	\$209,301	\$209,744	\$226,753	\$225,094	\$238,
5	COMMISSIONER-PCT 4	\$204,744	\$204,559	\$221,221	\$225,479	\$240,
6	COUNTY AUDITOR	\$2,459,165	\$2,839,111	\$3,162,222	\$3,336,301	\$3,925,
			1	2	1	
7	COUNTY TREASURER	\$252,524	\$258,229	\$276,001	\$280,300	\$283,
8	TAX ASSESSOR- COLLECTOR	\$3,286,233	\$3,320,531	\$3,802,460	\$3,972,929	\$4,248,
9	PLANNING AND BUDGET	\$472,494	\$510,411	\$692,420	\$763,500	\$985,
10	GENERAL ADMINISTRATION	\$1,625,748	\$1,454,973	\$1,647,067	\$1,718,485	\$1,341,
11	HUMAN RESOURCE MGMT	\$2,740,909	\$4,012,150	\$2,986,173	\$4,104,444	\$4,503,
12	ITS	\$5,519,585	\$6,207,12	\$7,004,17	\$7,562,22	\$8,585,

				0	8	4
14	FACILITIES MANAGEMENT	\$4,698,820	\$4,893,950	\$5,799,814	\$6,089,584	\$9,655,444
15	PURCHASING	\$940,461	\$1,108,071	\$1,536,853	\$1,553,776	\$1,711,646
16	VETERANS SERVICES	\$244,798	\$241,664	\$261,378	\$258,780	\$291,344
17	HISTORICAL COMMISSION	\$3,000	\$3,000	\$1,492	\$1,492	\$1,492
18	AG EXT SERVICE	\$322,571	\$456,892	\$426,449	\$423,515	\$532,344
19	COUNTY ATTORNEY	\$5,102,883	\$5,374,309	\$6,734,421	\$6,905,883	\$7,524,344
20	COUNTY CLERK	\$2,769,632	\$2,944,974	\$3,266,393	\$4,090,629	\$4,095,444
21	DISTRICT CLERK	\$2,602,652	\$2,593,542	\$2,805,260	\$2,939,331	\$3,302,344
22	CIVIL COURTS	\$4,300,839	\$4,213,781	\$4,555,480	\$5,284,241	\$5,608,344



23	DISTRICT ATTORNEY	\$5,848,713	\$6,117,551	\$7,196,606	\$7,566,477	\$8,654,000
24	CRIMINAL COURTS	\$5,517,649	\$6,015,119	\$6,589,765	\$7,370,898	\$7,919,000
25	PROBATE COURT	\$557,773	\$693,694	\$793,885	\$837,556	\$973,000
26	JP-PCT-1	\$227,615	\$253,450	\$342,415	\$414,926	\$419,000
27	JP-PCT-2	\$376,021	\$411,791	\$596,578	\$698,805	\$635,000
28	JP-PCT-3	\$358,278	\$366,164	\$446,659	\$492,549	\$509,000
29	JP-PCT-4	\$273,355	\$307,509	\$370,344	\$372,215	\$421,000
30	JP-PCT-5	\$403,603	\$394,692	\$429,788	\$451,044	\$469,000
31	CONSTABLE-PCT-1	\$361,613	\$433,449	\$449,516	\$497,095	\$591,000

32	CONSTABLE-PCT-2	\$469,825	\$604,776	\$623,280	\$640,718	\$632,
33	CONSTABLE-PCT-3	\$855,841	\$825,196	\$906,131	\$945,836	\$974,
34	CONSTABLE-PCT-4	\$280,737	\$384,889	\$395,891	\$471,020	\$473,
35	CONSTABLE-PCT-5	\$1,702,545	\$1,899,463	\$2,308,282	\$2,440,235	\$2,553
37	SHERIFF'S DEPARTMENT	\$48,744,140	\$49,530,783	\$59,729,132	\$61,412,727	\$68,27
38	MEDICAL EXAMINER	\$1,183,259	\$1,288,557	\$1,393,071	\$1,551,502	\$1,705
39	COMM SUPER & CORR	\$406,232	\$402,512	\$505,352	\$797,108	\$182,
40	TCCES	\$0	\$223,113	\$1,643,850	\$1,675,906	\$1,586
41	SACA	\$1,421,666	\$1,216,929	\$0	\$0	

42	PRETRIAL SERVICES	\$1,494,608	\$1,277,259	\$1,446,641	\$1,498,402	\$1,638
43	JUVENILE PUBLIC DEFENDER	\$438,596	\$497,246	\$594,379	\$615,217	\$789
45	JUVENILE COURT	\$13,211,467	\$13,849,012	\$15,469,826	\$15,871,378	\$18,30
47	EMERGENCY SERVICES	\$2,879,751	\$3,163,716	\$6,814,341	\$7,300,497	\$8,342
49	TNR	\$5,843,188	\$6,708,206	\$10,938,460	\$9,616,505	\$10,77
53	CASH INVEST. MGMT.	\$360,733	\$372,440	\$221,539	\$189,528	
54	CIVIL SERVICE COMMISSION	\$34,916	\$38,763	\$43,050	\$47,660	\$48
55	JUSTICE AND PUBLIC SAFETY	\$552,417	\$963,313	\$1,355,189	\$1,291,606	\$1,200
Dpt	Dept Name	Adopted Budget FY 1997	Adopted Budget FY 1998	Adopted Budget FY 1999	Adopted Budget FY 2000	Adopted Budget FY 2001

57	RMCR	\$2,008,061	\$2,287,239	\$2,593,259	\$2,740,519	\$3,051,9
58	HEALTH & HUMAN SERVICES	\$19,177,037	\$19,835,449	\$19,889,560	\$20,248,043	\$22,464,3
	<b>Total Dept Budgets</b>	<b>\$153,445,518</b>	<b>\$161,921,164</b>	<b>\$190,265,744</b>	<b>\$198,574,160</b>	<b>\$221,416,0</b>
<hr/>						
	<b>Transfers Out</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
	<b>Reserves</b>					
	CAPITAL ACQUISITION FUND	\$6,946,227	\$10,000,000	\$7,973,925	\$7,720,109	\$9,710,9
	<b>ALLOCATED RESERVES</b>	<b>\$2,880,818</b>	<b>\$1,501,347</b>	<b>\$1,578,280</b>	<b>\$5,369,355</b>	<b>\$9,393,5</b>
	<b>UNALLOCATED RESERVES</b>	<b>\$17,551,102</b>	<b>\$19,155,474</b>	<b>\$18,337,772</b>	<b>\$20,834,353</b>	<b>\$23,853,8</b>
	LEASES & MOVES RESERVE	\$500,000	\$303,231	\$0	\$0	\$0
	COMPENSATION RESERVE	\$948,052	\$9,999,878	\$1,000,154	\$0	\$0
	<b>Total Reserves</b>	<b>\$28,826,199</b>	<b>\$9,999,878</b>	<b>\$28,890,131</b>	<b>\$33,923,817</b>	<b>\$42,967,8</b>
<hr/>						

TOTAL GENERAL FUND

\$182,271,71

7

\$171,921,

042

\$219,155,

875

\$232,497,

977

\$264,4

NOT  
E:  
ALL  
OCA  
TED  
RES  
ERV  
ES  
CO  
MPO  
SED  
OF

REG  
ULA  
R  
ALL  
OCA  
TED

EM  
S  
RES  
ERV  
E

GA  
SB  
34

IJS  
RES  
ERV  
E

RIS  
K  
MA  
NAG  
EME  
NT

PO

3,434,

914,

850,

500,

956,

2,737,

PS  
AP  
D  
PAR  
ITY  
RES  
ERV  
E

9,393.

