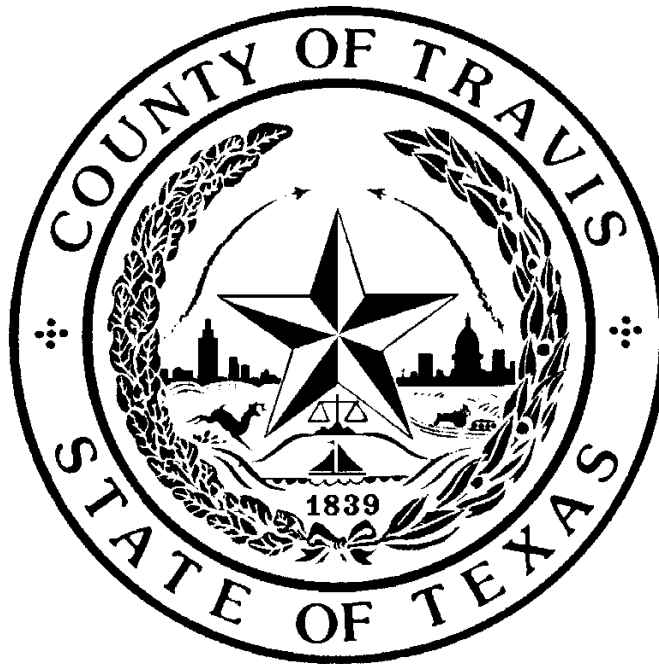


GUIDE TO LIVING WITH THE FY 2009 TRAVIS COUNTY BUDGET

**Also Known As:
Travis County Budget Rules**



**Office of Planning & Budget
314 W. 11th Street, Suite 540
Austin, Texas 78701**

GUIDE TO LIVING WITH THE FY 2009 TRAVIS COUNTY BUDGET

TABLE OF CONTENTS

	Page
Introduction	4
Recapitulation of Rules	5
Travis County Budget Rules	9
Primary Rule	9
Budget Adjustments	9
Budget Adjustments that Do Not Require Commissioners Court Approval	10
Budget Adjustments that Need Commissioners Court Approval	12
Transfer Budget Adjustments	12
Amendment Budget Adjustments	13
Discussion Budget Adjustments	13
General Budget Adjustment Guidance	13
Personnel Budgets	13
Annualized Personnel Budget Must be Within Adopted Budget.....	13
Negative Salary and Benefit Line Items.....	14
Overtime	14
Vacation time in lieu of Compensation.....	14
Capital Funds	14
Encumbrances	15
Prior Year Encumbrance Reserve	15
Prior Year Pre-Encumbrance Reserve	16
Printing/Mailing Restrictions	16
Travel.....	16
Recruiting and Hiring for High Level Positions	22
Long Distance and Cellular Phone Expenses	22
Grants.....	23
Vehicle Take-Home Policy.....	28
Performance Based Pay	28
Computer Software Training.....	28
County Auditor's Budget Adjustment Authority.....	29
End of Year Personnel Balances	29

Insurance and FSA Administration Fees	29
Termination Pay	29
Adjustments for Expenditures Less Than \$10	29
Payment of Interest	29
Tax Refunds.....	30
Contingent Liabilities.....	30
Interfund Transfers	30
Mid-Year Certification of Revenues	30
Authorization for Reimbursed Agreements – Fund 475	31
Appendices.....	32
Personnel Slot List	32
County Benefits	32
Budget Authority Responsibility	33
Indirect Cost Rates	35
Central Line Items	36
Pay Scale, POPS	38
Pay Scale, Non POPS	40
Brief Guide to Performance Measurement	41

INTRODUCTION

This document contains the Fiscal Year 2009 budget rules and policies adopted by the Travis County Commissioners Court. The rules and policies were adopted to ensure that the implementation of the budget is consistent with Commissioners Court policy and applicable laws.

The Planning and Budget Office (PBO) and the Auditor's Office wish to minimize frustration and confusion as you work within the rules and policies. Please contact either office for assistance or to convey ideas for improving the rules and the guide.

For FY 09, there only are a few substantial changes to the Budget Rules. The Planning and Budget Office and the Auditor's Office will be working together over the next year to substantially review these rules in order to present an easier to follow format for Court approval in FY 10.

Most of the changes this year involve modifications of existing wording to ensure compliance with existing practices and rules (such as an update to the mileage reimbursement per the latest IRS rates); changes in the presentation of information to ensure clarity as well as a few proposed changes to lift restrictions or provide additional restrictions on line items as deemed necessary. The most significant changes are outlined below:

- The lifting of the restriction of moving between Court ordered services (63xx) and other operating line items. These budget adjustments would be allowed to proceed as Automatic budget adjustments except in the case where PBO believes that the adjustment should be considered by Commissioners Court either as a Transfer, Amendment or Discussion item. Nevertheless, Civil and Criminal Courts' Attorney Fees line item (63-01 and 63-02) continue to be restricted.
- The addition of transfers to other funds line items (90XX) as line items that do not qualify for automatic budget adjustments, with the exception of 90-01 (County Contribution to Grants).
- The addition of clarification language related to departments' responsibility for making personnel decisions within their total appropriation in the Adopted Budget to include internal POPs and non-POPs promotions.
- The addition that projects submitted to the Travis County Reprographics Service Center (TCRSC), also known as the Print Shop, will be printed as 2 sided unless 1 sided is specified and a reason is provided.
- Changes in the Travel Section that better organize the information and clarification of requirements by the Auditor's Office for reimbursement of travel related expenses. Some of the changes include: the requirement of an Employee ID number for employee reimbursement requests; modifications to the advance payments made by employees with a personal credit card; requirement to submit mileage reimbursement requests on authorized form within 30 days from the end of the mileage month (as opposed to 90 days). In addition, airline luggage fees have been addressed for FY 09.
- Additional language to clarify the County's policy not to pay for food and/or beverages provided at County meetings.
- The standard per diem rate (including gratuities) has been changed from \$34 to \$39 due to rising costs. This rate has been \$34 since FY 00. The rate paid with receipts is not proposed to change from the current \$50 per day.
- Changes in the grant section allowing PBO to act on behalf of an authorized official for administrative functions in online systems under certain circumstances such as budget adjustments when 1) the official is a member of the Commissioners Court; 2) the grant has already been approved by the Commissioners Court; and 3) the change does not significantly change the scope from what Commissioners Court previously approved.
- Clarification that if an invoice exceeds the amount budgeted in a line item by less than \$10, the County Auditor is authorized to transfer funds automatically to cover the amount from the first operating expense line item within the department with sufficient funds.
- Clarification is included regarding Commissioners Court directed "automatic" transfers from Reserves.

RECAPITULATION OF RULES

Basis for the Budget:

The Travis County Budget Order is the sole and complete authority during Travis County Fiscal Year 2009 for expenditure of those funds and for the use of those County resources that are subject to appropriation by the Travis County Commissioners Court.

Primary Rule:

Rule #1. Expenditures and FY 2009 contractual obligations in excess of the amount authorized in a department or office budget are prohibited. In addition, departments and offices cannot expend more funds in any line item than the amount adopted in the budget. If additional funding is needed, the office or department must have the budget amended. p. 9

Budget Adjustments:

Rule #2. All changes to the Adopted Budget require the submission of budget adjustment to PBO. An elected or appointed official or an authorized employee must **approve the submission of the budget adjustment.** p. 9

Rule #3. The table entitled "Budget Authority Responsibility" lists the title of the elected or appointed official who may authorize expenditures, budget adjustments, or financial system access for the budget of their office or department. County or District elected or appointed officials may designate employees in their offices or departments to execute Personnel Action Forms, Expenditure Requisitions, and Budget Adjustments, and to provide financial system access on their behalf. That authority is recognized by PBO, the County Auditor, the County Treasurer, the Purchasing Office, and the Human Resources Management Department upon written notification from the elected or appointed official.p. 9

Rule #4. Offices and departments must submit transfers, amendments, and discussion items to PBO at least 12 days before the Commissioners Court voting session during which they are to be considered. p. 12

Personnel Budgets:

Rule #5. A department's or office's personnel budget must stay within the amount appropriated in the Adopted Budget on an annualized basis. p. 13

Capital Funds: (Capital Acquisition Reserves, Certificates of Obligation, Permanent Improvement Road Bonds.)

Rule #6. If appropriated funds are left over after a capital project is completed or a capital item is purchased, a department or office cannot automatically transfer the unused funds to another project or purchase without Commissioners Court approval. In addition, funds cannot be transferred between projects or used to purchase items not specifically approved and itemized during the FY 09 Budget process without approval of Commissioners Court. If the capital funds are debt proceeds, they can only be used in accordance with the covenants in the Official Statement. p. 15

Rule #7. If bond funds are left over after the completion of all of the 1984 Voter Approved Road Capital Improvement Projects, including right-of-way litigation associated

with those projects, the remaining funds shall be expended on Road and Bridge Projects in Precinct One. p. 15

Encumbrances:

Rule #8. Keep track of your encumbrances and keep them timely. Please refrain from tying up County resources with unnecessary encumbrances. p. 15

Prior Year Encumbrance Reserve:

Rule #9. A reserve for encumbrances is established to pay for contractual obligations made in the previous fiscal year for goods and services to be received in the new fiscal year. The amount budgeted for this reserve is the maximum, not to exceed amount, estimated at the time this budget was adopted.

After the previous fiscal year’s accounting records are closed, a portion of the estimated budgeted reserve is applied by the County Auditor to pay for the previous fiscal year’s accrued expenditures for goods and services received in that year; the remaining amount becomes the actual amount available for the new fiscal year expenditures for contractual obligations made during the previous fiscal year.

The reserve for encumbrances may be reappropriated by the Commissioners Court to the new fiscal year as budget amendments in the individual office or department budget line items for the purpose and for the vendor to which the contractual obligation and encumbrances were originally applied. Any canceled prior year encumbrance may result in the County Auditor moving these funds from the budget of the department/office to the County’s Allocated Reserve for reappropriation by the Commissioners Court.

..... p. 15

Prior Year Pre-Encumbrance Reserve:

Rule #10: A reserve for pre-encumbrances is established to reserve funds for projects initiated in the previous fiscal year and to be expended in the new fiscal year, but for which no contractual obligation yet exists. The reserve for pre-encumbrances may be reappropriated by the Commissioners Court in the new fiscal year as budget adjustments in the individual office or department budget line items. The County Auditor submits the list of pre-encumbrances to PBO for review and recommendations to the Commissioners Court for reappropriations. Any canceled pre-encumbrances over \$50 automatically result in the County Auditor’s funds verification approval being revoked, with these funds being moved from the budget of the office or department to the County’s Allocated Reserve and made available for reappropriation by the Commissioners Court. p. 16

Printing/Mailing Rule:

Rule #11. Use of the central support services line items to produce mailing labels, address mailings or print lists of more than 500 names or items is restricted unless the mailing is: (1) required by law; or (2) specifically approved by the Commissioners Court. p. 16

Travel:

Rule #12. All travel expenses must be encumbered on a County authorized travel encumbrance form prior to traveling. If funds are not encumbered, the County Auditor may require approval by Commissioners Court before disbursement. To receive reimbursement, travelers must file an expense report, using the County's authorized

Travel Reimbursement Form, and all required receipts with the County Auditor within 30 days after the last day of travel. The employee and employee's supervisor must approve the report. The County Auditor may request Commissioners Court approval for reimbursement requests received over 30 days after the last day of travel. The Auditor will interpret any requests for deviations within the intent of the travel rules and sound fiscal policy. Elected and appointed officials have the right to establish travel procedures and policies for their own departments, which may reimburse at a rate less than the County's established reimbursement rates..... p. 17

Rule #12A. International business travel and travel to Alaska & Hawaii must be approved by Commissioner's Court prior to travel and encumbering of funds

This rule does not apply to international travel and travel to Alaska and Hawaii that relates to criminal investigations, prosecutions, extradition or similar criminal justice purposes where prior approval by Commissioners Court could thwart the purpose due to delay or public disclosure of the purpose of the trip. p. 17

Rule #12B. International travel that includes renting a vehicle, either in a foreign country or rented to travel into a foreign country, are required to select vehicle rental insurance offered by the rental agency. Insurance coverage should include damage to the rental vehicle and to a third party vehicle and bodily injury. p. 17

Rule #13. Travel advances may be paid at the discretion of the County Auditor. p. 21

Recruiting and Hiring for High Level Positions:

Rule #14. The Commissioners Court may approve the use of County funds to pay for travel arrangements and food/non-alcoholic beverages to entertain applicants when recruiting nationally for top level positions. Commissioners Court approval must be granted prior to the travel for the applicant to be reimbursed. The job applicants are reimbursed at the same rates used for current County personnel. Moving expenses and employment agency fees may also be paid for these positions if approved in advance by the Commissioners Court. Moving expenses must be supported by receipts. Departments and offices must notify Payroll before any expenses are paid. p. 22

Long Distance and Cellular Phone Expenses:

Rule # 15. All County personnel must certify that long distance toll charges and cellular phone air time charges on County telecommunication equipment were for official County business. If any charges are not for official business, the official or employee must reimburse the County immediately after they are notified of the charges and are determined to be for personal use. p. 22

Grants:

Rule #16. Grants from public or private sources received during the fiscal year are budgeted by the Commissioners Court upon certification of the revenue by the County Auditor. Application for grants must be submitted in accordance with the following rules. p. 23

Vehicle Take-Home Policy:

Rule #17. Use of County vehicles is authorized by this budget for county business and in accordance with Chapter 40 of the Travis County Code. p. 28

County Auditor's Budget Adjustment Authority:

Rule #18. The County Auditor has the authority, under the following circumstances, to adjust budgets without prior approval from the office or department, but included on the weekly consent motion submitted to Commissioners Court. p. 29

Authorization for Reimbursed Agreements - Fund 475

Rule #19. Some approved agreements budgeted in Fund 475 (Contractual Capital Projects) by the County require expenditure of County funds until those expenditures are reimbursed by the funding entity. All expenditures for reimbursable agreements within Fund 475 that have been approved by Commissioners Court and for which revenue has been certified by the County Auditor are authorized until resources from the funding entity are available for reimbursement. Offices and departments should request an advance payment rather than agree to a reimbursement arrangement whenever possible. If the total of expenditures and encumbrances of the fund result in a deficit fund balance, the office/department will be required to request a transfer into the fund from other office/departmental resources. p. 31

Travis County Budget Rules

PRIMARY RULE

Rule #1. Expenditures and FY 2009 contractual obligations in excess of the amount authorized in a department or office budget are prohibited. In addition, departments and offices cannot expend more funds in any line item than the amount adopted in the budget. If additional funding is needed, the office or department must have the budget amended.

The Commissioners Court wishes to grant offices and departments significant flexibility in managing the funds that are appropriated as long as the office or department does not exceed its total budget. Expenditures and contractual obligations in excess of the amount authorized in a budget are prohibited. If a department or office incurs an expenditure for which they do not have a valid budget, they will be expected to reallocate funds internally to fund the shortfall. This may require actions as extreme as reducing staff. Mandated services must be given highest priority. The Commissioners Court does not intend to fund budget shortfalls retroactively from Allocated Reserves or Unallocated Reserves.

BUDGET ADJUSTMENTS

Budget adjustments are any changes to the Adopted Budget. Adjustments generally involve moving funds from one account to another, but can also include budgeting new inter-governmental contracts, grant contracts, gifts, or donations.

All adjustments shall be processed through the automated budget adjustment application found on the Travis County intranet with the exception of any adjustment determined by the County Auditor or PBO to require a paper adjustment form (such as the LCRA Fund Transfers approved quarterly). Instructions for using the automated budget adjustment system can be found at <http://tcnet/depts/aud/budgetadjustmentusermanual070329.pdf>

Rule #2. All changes to the Adopted Budget require the submission of a budget adjustment to PBO. An elected or appointed official or an authorized employee must approve the submission of the budget adjustment.

Rule #3. The table entitled “Budget Authority Responsibility” lists the title of the elected or appointed official who may authorize expenditures, budget adjustments, or financial system access for the budget of their office or department. County or District elected or appointed officials may designate employees in their offices or departments to execute Personnel Action Forms, Expenditure Requisitions, and Budget Adjustments, and to provide system financial access on their behalf. That authority is recognized by PBO, the County Auditor, the County Treasurer, the Purchasing Office and the County Human Resources Management Department upon written notification from the elected or appointed official. (The Budget Authority Responsibility table is in the Appendix.)

Budget adjustments fall into two categories: those that need specific review and approval by Commissioners Court and those that the Commissioners Court has authorized PBO to process without further Commissioners Court review. Based on the guidelines below, PBO determines if the budget adjustment needs specific Commissioners Court approval.

Budget Adjustments That Can Be Approved “Automatically” - Automatic Budget Adjustments:

House Bill 2458 approved in the 79th Regular Session of the Texas Legislature allows the Commissioners Court to authorize PBO to sign budget adjustments and send them directly to the County Auditor’s Office for auditing and updating to the financial system without further approval if they involve moving money within a department’s or office’s Adopted Budget (at the Executive Manager level for those departments), **and**

- The Commissioners Court must approve any transfers from any allocated reserve, unallocated reserve, or other reserve line item within a Fund or a department, unless, the Commissioners Court approved the transfers as automatic during the budget process or through a regular meeting of the Commissioners’ Court. Arbitrage rebate disbursements are exempted through the exception to rule # 6.
- Do not commit the County to additional funding in the next fiscal year;
- Do not use one-time funding for on-going commitments;
- Do not use one-time savings for on-going commitments;
- Do not move monies between funds (a reclassification of expenditures may be warranted in these special cases);
- In the case of capital funds (either Capital Acquisition Resources Account or Certificates of Obligation), do not purchase items or projects that are inconsistent with those approved by Commissioners Court in the budget process;
- In the case of Bond funds (or Certificates of Obligation), do not purchase items or projects that are inconsistent with the covenant in the bond documents as well as the language in the corresponding Official Statement (including transfers from reserves);
- Do not involve moving money out of a line item that PBO believes may have insufficient funding to meet the obligations of the department or office through the remainder of the fiscal year;
- Do not involve moving money out of a Centrally Budgeted Line Item (see page 35 for list);
- Do not involve moving money into or out of the Wellness Clinic Division (#46) in the Employee Health Benefits Fund (526);
- Do not involve money out of “transfer to other funds” #90XX, with the exception of 90-01 (County Contribution to Grants) without Commissioners Court approval;
- Do not involve moving funds from the following line items or programs that have received significant additional resources in the last few years. Funds may be moved within these programs without Commissioners Court approval, but no funds can be moved from these programs without Commissioners Court approval:

Utilities & Leases

#4801—Utilities

#6102—Leases

Sheriff Medical Services

#6033—Medical Services

#6015—Housing Prisoners

District Clerk Jury Fees

#6310—Grand Jury Fees

#6314—Petit Jury Fees

Criminal and Civil Courts Attorney Fees

#6301—Attorney Fees - Civil

#6302— Attorney Fees - Criminal

- Do not involve moving funds from the #2003 Hospitalization line item except to another Hospitalization account;
- Do not involve moving money into or out of the following General Fund, or Special Fund, line items:

#0101—Regular Salaries – Elected Officials

#0401—Regular Salaries - Appointed Employees

#0701—Regular Salaries - Permanent Employees

#0712—Regular Salaries – POPS Employees

#0713—Regular Salaries - Associate Judges

#1301—Regular Salaries - Visiting Judges

There are six exceptions to this rule:

1. If documentation of a slot vacancy, such as a slot number that can be verified as vacant by Human Resources Management, accompanies adjustments from 0701, 0712 or 0713, offices and departments can automatically move funds budgeted in 0701—Regular Salaries - Permanent Employees, 0712—Regular Salaries - POPS Employees, or 0713—Regular Salaries – Associate Judges and the associated fringe benefit line-items if it involves moving them:
 - a) to 0701—Regular Salaries- Regular Employees, 0712—Regular Salaries - POPS Employees or 0713—Regular Salaries – Associate Judges in another division when a slot is reassigned to another division;
 - b) to 0801—Regular Salaries-Temporary Employees to temporarily fill a vacant regular position;
 - c) to a Contract Employment Service line item (such as 6008, 6033, 6035 and 4014 etc.) to temporarily fill a vacant regular position.
 - d) to 1101—Overtime for employees performing the duties of positions that are vacant.
 - e) to 1301— Visiting Judge- if backfilling for a vacant Judge position.
2. Offices and departments can automatically transfer funds from salary and benefit line items to correct projected negative balances in other salary and benefit line items and to make technical corrections. This includes moving from #1501 Performance Based Pay to salary line items based on approved compensation awards. However, sufficient funds must exist in the line item from which funds are moved to accommodate the remainder of the fiscal year.
3. If the funds requested to be moved are from Grant accounts and/or Bond fund accounts, and the change is allowed by the grantor and/or bond provisions, then the transfer may be treated as an automatic adjustment.
4. Funds may be moved automatically to accommodate changes in line items related to Interlocal agreements.
5. If a department provides documentation of a change in duty rotation from one division to another within a department, personnel budget adjustments can be made as automatics to reflect the move.

6. If a department is transferring from a cell phone line item to a benefit line item to implement a cell phone allowance within a department.

Automatic budget adjustments may also be made at PBO's discretion to correct administrative or technical errors. PBO has the authority to process as automatic budget adjustments needed to correct projected negative line items in personnel accounts.

Automatic budget adjustments may also be made at PBO's discretion to correct administrative errors to budget transfers previously submitted to and approved by Commissioners Court. Because the Court has already ordered the transfer according to the misinformation presented in the original transfer request, an automatic adjustment can correct the error only if the Court's intent in approving the appropriate transfer is clearly documented and the correction is consistent with the order. For example, a budget transfer request included a line item number containing a typographical error and the support documentation provided with the transfer included a description of the proper account location. As the court's intent to transfer from the proper location can be presumed from the totality of the documentation, the error can be corrected.

Automatic budget adjustments also include budget adjustments between departments if the adjustment is related to a centrally budgeted line item or if one department procures a service or item on behalf of another department. These inter-departmental budget adjustments must adhere to the guidelines outlined above for all automatic budget adjustments.

Please plan that automatic budget adjustments are generally processed in two working days from receipt by PBO to allow for PBO review (24 hours) and County Auditor's Office auditing and system update (24 hours). Budget adjustments could take longer if there are any questions or issues that arise during the review process.

Budget Adjustments That Need Specific Review by Commissioners Court:

Budget Adjustments that are classified as Transfers, Amendments, or Discussion items are posted on a Commissioners Court voting session for Commissioners Court approval before they are audited and updated by the County Auditor's Office.

Rule #4. Offices and Departments must submit transfers, amendments, and discussion items to PBO at least 12 days before the Commissioners Court voting session during which they are to be considered.

Departmental requests for a budget adjustment (transfer, amendment, or discussion item) must be submitted to PBO with sufficient documentation of the issue to ensure that it is placed on the agenda at the earliest possible time. Lack of sufficient back-up information may delay the posting of the item.

In emergencies, the Executive Manager for PBO or the PBO Budget Manager may schedule a transfer, amendment, or discussion as an add-on budget adjustment. Emergency budget adjustments can be placed on the agenda no later than 72 hours before the item is to appear before Commissioners Court. For example, emergency budget adjustments must be placed on the agenda no later than the Friday prior to the Tuesday that the item is to appear on Commissioners Court.

The types of budget adjustments that need Commissioners Court approval are described below:

Transfer Budget Adjustments. Transfers are budget adjustments within an office or department that do not meet the criteria for an Automatic Budget Adjustment outlined above. Such transfers include movement from the programmatic line items and salary line items outlined above that do not meet the criteria for automatic budget adjustments. If PBO concurs with these items, PBO places them on the Commissioners Court agenda as Transfers. If PBO does not concur or if there are issues that need to be discussed with Commissioners Court, PBO places them on the Commissioners Court agenda as Discussion items.

Budget Transfers can also include modifications to the adopted capital projects or purchases list regardless of the need to move the funds to another line item.

Amendment Budget Adjustments. Amendments are budget adjustments involving the movement of funds from any reserve account to a departmental expenditure account. For example, adjustments from any Allocated Reserve to a departmental operating line item are considered amendments. In addition, budget adjustments from special fund reserves or from Capital Fund reserves (otherwise known as the 400's funds) are amendments and need Commissioners Court approval. Also, budget adjustments between departments that do not meet the criteria outlined above for automatic budget adjustments are considered budget amendments.

Budget Amendments also include budget augmentations that occur after the beginning of the fiscal year. Budget augmentations proposed after the beginning of the fiscal year are considered for funding if the Commissioners Court indicated during the budget mark-up process that the proposal was not yet fully developed and should be considered for funding from Allocated Reserve. This is traditionally accomplished by the Commissioners Court approving an earmark on the Allocated Reserve or the Capital Acquisition Resource (CAR) Reserve. Such proposals are also considered if they are of an emergency nature, funding cannot be identified internally, and it cannot be delayed until the following fiscal year without a very significant negative impact on the department or office or its service.

If PBO concurs with these items, PBO places them on the Commissioners Court agenda as Amendments. If not, or if there are issues that need to be discussed with Commissioners Court, PBO places them on the Commissioners Court agenda as Discussion items.

Discussion Budget Adjustments. Budget adjustments become discussion items on the Commissioners Court agenda when PBO determines that the request warrants further consideration. These items could fall into the category of Automatic Budget Adjustments, Transfers, or Amendments. Typically, these are items that do not have PBO's concurrence.

Items that are often included as discussion items are budget adjustments

- that appear to make a programmatic change not consistent with Commissioners Court policy;
- that warrant further consideration due to the financial condition of the department, office, or County;
- that raise issues which may need additional programmatic or policy review before a decision is made.

General Budget Adjustment Guidance:

Budget adjustments from a salary line item must include the slot number of the vacant position associated with the resources being requested to be transferred.

If you have a program change, a new grant, or any other item to discuss with the Commissioners Court that affects the budget, please work with your PBO analyst to make sure the appropriate budget adjustment is on the same Commissioners Court session as the agenda item to expedite the process.

Budget adjustments are not allowed to or from line items with specialized CAR activity numbers to line items with different activity numbers.

PERSONNEL BUDGETS

Departments and offices are appropriated a fixed amount of funding for the fiscal year and are expected to make expenditure decisions including personnel actions within the confines of that allocation.

Rule #5. A department's or office's personnel budgets must stay within the amount appropriated in the Adopted Budget on an annualized basis.

Departments are encouraged to utilize permanent salary savings to increase green-circled positions to the minimum of the pay grade or implement other high priority compensation issues. The budget base for subsequent fiscal years is the same as the prior year unless Commissioners Court has approved permanent modifications to the budget. Departments and offices are responsible for making overall hiring decisions as well as other personnel decisions such as internal POPs and non-POPs promotions within the total appropriation in the Adopted Budget and are encouraged to regularly monitor the status of the personnel budget.

Negative Salary and Benefit Line Items

Although the County has an obligation to pay employees for the time they work, negative balances in salary and related benefit line items violate Budget Rules #1 and #5. Offices and departments should monitor their projected expenditures in their salary and benefit line items and make the appropriate budget adjustments prior to a balance becoming negative. In addition, if an office or department is notified that it has incurred a negative balance in a salary or benefit line item, it must submit a budget adjustment to PBO as soon as possible to correct the problem for the remainder of the fiscal year.

Overtime

All elected and appointed officials, executive managers and department heads are expected to manage their payroll budgets. Employees should not be authorized to work when there is not a budgeted appropriation to pay for that work unless there is an emergency.

Unbudgeted overtime is prohibited, except when the Commissioners Court or an elected county or district officer declares an emergency, and Emergency overtime must be reported to the County Auditor, PBO and the Commissioners Court within 5 days of the occurrence.

Budget transfers must be made by the office/department through PBO to cover shortages prior to the subsequent payroll. If the payroll line items are still negative at the time the subsequent payroll tape is processed, the County Auditor will make an automatic budget transfer(s) to cover the negative balances from any line item that has sufficient funds to cover the shortage.

Vacation Time in lieu of Compensation

An employee's maximum vacation time earned may be modified in lieu of compensation at the discretion of the Commissioners Court without increasing the maximum vacation allowed to be carried forward.

Unspent Hospitalization Funds to the Employee Health Benefits Fund-County Employees

Any year-end balances in the hospitalization premium line items (line items 2003 and 2103) after consideration of any hospitalization contra accounts will remain within the fund in which they are budgeted and fall to the ending fund balance. In some previous years, the General Fund hospitalization premium savings were transferred to the Employee Health Benefits Fund as a strategy to stabilize the fund. This transfer is not anticipated to be required in the near future but the need will continue to be evaluated on an annual basis during the budget process. Restricted fund sources, such as grants, special revenue funds and bond funds will only be transferred to the extent allowed by the rules governing the use of the funds.

CAPITAL FUNDS

The County invests in capital assets through appropriations from the General Fund and Special Revenue funds, and in Capital Project funds through revenue from the sale of bonds and Certificates of Obligation. Capital assets are defined in the Travis County Code Chapter 27, Capital Assets.

The County generally pays for capital assets with funds from debt issues (Road Bonds, Permanent Improvement Bonds, or Certificates of Obligation) or from funds in the CAR account. The CAR account is used for most capital projects or items and is also used to pay for one-time equipment expenditures that do not fit within the definition of capital assets, such as computers that have a unit cost of less than \$5,000. Capital project funds, including all CAR account funds, can be used only for purchases approved by the Commissioners Court. In addition, if the capital funds are debt proceeds, they can only be used in accordance with the covenants in the Official Statement.

Rule #6. If appropriated funds are left over after a capital project is completed or a capital item is purchased, a department or office cannot automatically transfer the unused funds to another project or purchase without Commissioners Court approval. In addition, funds cannot be transferred between projects or used to purchase items not specifically approved and itemized during the FY 09 Budget process without approval of Commissioners Court. If the capital funds are debt proceeds, they can only be used in accordance with the covenants in the Official Statement.

Rule #7. If bond funds are left over after the completion of all of the 1984 Voter Approved Road Capital Improvement Projects, including right of way litigation associated with those projects, the remaining funds shall be expended on Road and Bridge Projects in Precinct One.

Exception to rule #6:

The Planning and Budget Office (PBO) has the authority to process budget transfers that do not exceed \$15,000 as automatic transfers for capital projects resulting from actual realized savings (not projected savings), unless a policy issue surfaces that PBO believes requires the attention of the Commissioners Court. The Court is interested in being informed about and approving the use of existing savings for capital projects in excess of \$15,000. For purposes of arbitrage rebate disbursements to the IRS, PBO may transfer unused funds, including reserves, within a bond fund, but must notify the Commissioners Court at its next regular scheduled meeting.

ENCUMBRANCES

Encumbrances are reservations of funds made with purchase orders, contracts, or salary commitments and must be covered by an appropriation. The encumbrances are liquidated when these claims are paid.

Rule #8. Keep track of your encumbrances and keep them timely. Please refrain from tying up County resources with unnecessary encumbrances.

On a quarterly basis, departments and offices shall submit to the County Auditor an "Over 90 Day Old Encumbrance Report." Departments/Offices should review this encumbrance report and mark any encumbrances that can legally be unencumbered. Reports should be signed by authorized personnel and submitted no later than 30 days following the end of the quarter. This report can be generated from the custom options menu (GMBA) on the HTE financial system.

PRIOR YEAR ENCUMBRANCE RESERVE

Rule #9. A reserve for encumbrances ¹ is established to pay for contractual obligations made in the previous fiscal year for goods and services to be received

¹ For the purposes of Rule # 9 and #10, the term "encumbrance" and "pre-encumbrance" shall mean "rollover" and "rebudgeted" items.

in the new fiscal year. The amount budgeted for this reserve is the maximum, not to exceed amount, estimated at the time the budget was adopted.

After the previous fiscal year's accounting records are closed, a portion of the estimated budgeted reserve is applied by the County Auditor to pay for the previous fiscal year's accrued expenditures for goods and services received in that year; the remaining amount becomes the actual amount available for the new fiscal year expenditures for contractual obligations made during the previous fiscal year.

The reserve for encumbrances may be reappropriated by the Commissioners Court to the new fiscal year as budget amendments in the individual office or department budget line items for the purpose and for the vendor to which the contractual obligation and encumbrances were originally applied. Any canceled prior year encumbrance may result in the County Auditor moving these funds from the budget of the department/office to the County's Allocated Reserve for reappropriation by the Commissioners Court.

PRIOR YEAR PRE-ENCUMBRANCE RESERVE

Rule #10: A reserve for pre-encumbrances is established to reserve funds for projects initiated in the previous fiscal year and to be expended in the new fiscal year, but for which no contractual obligation yet exists. The reserve for pre-encumbrances may be reappropriated by the Commissioners Court in the new fiscal year as budget adjustments in the individual office or department budget line items. The County Auditor submits the list of pre-encumbrances to PBO for review and recommendations to the Commissioners Court for reappropriations. Any canceled pre-encumbrances over \$50 automatically result in the County Auditor's funds verification approval being revoked, with these funds being moved from the budget of the office or department to the County's Allocated Reserve and made available for reappropriation by the Commissioners Court.

PRINTING/MAILING RESTRICTIONS:

Rule #11. Use of the central support services line items to produce mailing labels, address mailings or print lists of more than 500 names or items is restricted unless the mailing is: (1) required by law; or (2) specifically approved by the Commissioners Court.

The Travis County Reprographics Service Center (TCRSC) must keep one file copy of all documents printed and indicate the number of copies made. You cannot use TCRSC resources to print more than 500 copies a month of the same letter, newsletter or notice unless the additional copies are: (1) required by law; or (2) specifically approved by the Commissioners Court.

The TCRSC may only print official documents of Travis County government or those authorized by the Commissioners Court. Projects shall be printed as 2 sided unless 1 sided is specified and a reason is provided. Outside agency contractual authorization for printing must accompany each work order. Persons placing printing orders must affirm on the work order that the materials ordered are for official use.

TRAVEL

Travis County will pay vendors and/or reimburse employees and officials who travel for County business. Travel expenditures for non-County employees and or volunteers, for professional development, must be approved by the Commissioners Court prior to the actual travel unless the department has a policy that

has been previously approved by Commissioners Court. The policy must be on file with the Auditor's office. The travel expenditure rules cannot cover every travel variation. Securing travel arrangements at the lowest cost may result in a loss of flexibility should emergencies arise. Booking policies of a specific travel industry vendor may require an exception to standard county travel procedures. The County Auditor will interpret, audit and approve travel expenses and reimbursements to facilitate the timely conduct of county business in the current climate of rapidly changing travel industry requirements. The Auditor will make travel payment decisions in accordance with the following rules:

Rule #12. All travel expenses must be encumbered, on a County authorized travel encumbrance form, prior to traveling. If funds are not encumbered, the County Auditor may require approval by Commissioners Court before disbursement. To receive reimbursement, travelers must file an expense report, using the County's authorized Travel Reimbursement Form, and all required receipts with the County Auditor within 30 days after the last day of travel. The employee and employee's supervisor must approve the report. The County Auditor may request Commissioners Court approval for reimbursement requests received over 30 days after the last day of travel. The Auditor will interpret any requests for deviations within the intent of the travel rules and sound fiscal policy. Elected and appointed officials have the right to establish travel procedures and policies for their own departments which may reimburse at a rate less than the County's established reimbursement rates.

Rule #12A: International business travel and travel to Alaska & Hawaii must be approved by Commissioner's Court prior to travel and encumbering of funds.

This rule does not apply to international travel and travel to Alaska and Hawaii that relates to criminal investigations, prosecutions, extradition or similar criminal justice purposes where prior approval by Commissioners Court could thwart the purpose due to delay or public disclosure of the purpose of the trip.

Rule #12B: International travel that includes renting a vehicle, either in a foreign country or rented to travel into a foreign country, are required to select vehicle rental insurance offered by the rental agency. Insurance coverage should include damage to the rental vehicle and to a third party vehicle and bodily injury.

Travis County government is exempt from sales taxes in the state of Texas, but not from hotel taxes. A sales tax exemption form may be obtained from the Purchasing Office. Reimbursement requests must be submitted on the County's authorized Travel Reimbursement Request Form within 30 days after the last day of travel. This request form must have detailed receipts attached, including receipts for pre-paid expenses.

All reimbursement requests and encumbrance forms related to employees must have the Employee ID# of the traveler.

Advance payments by employees with personal credit card for business travel, will get reimbursed per the disbursement schedule if all travel rules were followed. Department/Offices will be responsible to track these pre payments and ensure the County will be reimbursed for the advance payments if the travel does not take place.

Cancelled business travel must be reported to the County Auditor. If expenses were paid in advance such as for airfare, lodging, etc., the traveling employee/official will be responsible for ensuring the County will be refunded these amounts.

REGISTRATION FEES:

- Paid in advance, Pick up check and encumber only requests must have a completed registration form and/or confirmation of registration with employee and vendor information as support for the expense.
- Pay when billed if requested on the encumbrance form. Department/Official must submit bill with Travel ID/PO number for processing.
- Reimbursement requests must be submitted on the County's authorized Travel Reimbursement Request Form within 30 days after the last day of travel.
- Payments will be processed in accordance with the disbursement schedule.
- If the conference/seminar/training was cancelled and/or the travel did not take place, and if the employee/official failed to timely cancel the registration according to conference/seminar/training vendor's refund policy, the employee/official will be liable for the advanced registration payment and/or any cancelled registration fees. Employee/official responsibility can be waived if the failure to use the pre-paid registrations fees is a result of an unanticipated emergency.

ACCOMMODATIONS:

- The County will pay for travel accommodations within the USA, based on the rates, plus taxes (no sales taxes) as follows:
 - Government rates as quoted by the lodging facility.
 - Conference/seminar group rates
 - Best available rates for standard accommodations. Deluxe or Luxury accommodations will be responsibility of employee/official traveling.
 - Single occupancy rate
 - Double or multiple occupancy rates will be paid if two or more employees are sharing a room while on the business trip.
 - Supporting documentation of the lodging facility with the quoted rates must be provided before disbursement.
- Paid in advance. Pick up check, and encumber only requests must have a confirmation of reservation from the lodging facility with employee and lodging facility name/address. If no confirmation, support must be brochure or document with vendor name and address for payment.
- Pay when billed if requested on the encumbrance form. Department/Official must submit bill with Travel ID/PO number for processing.
- Payments will be processed in accordance with the disbursement schedule.
- If the conference/seminar/training was cancelled and/or the travel did not take place, and if the employee/official failed to timely cancel the lodging reservation according to hotel's refund policy, the employee/official will be liable for the advanced lodging payment and/or any cancelled lodging night penalties. Employee/official responsibility can be waived for the pre-paid first night lodging only, if the failure to use the prepaid accommodations is a result of an unanticipated emergency.
- The night before start of conference/meeting (does not include pre-registration times) and the night after end of conference/meeting will be allowed as part of the business travel expense.
- Saturday night stays not relevant to the travel event requested to be paid/reimbursed, must be justified that the airfare would be less expensive. Justification would be all lodging cost

plus the airfare is less than the airfare would be if returning after the end of the training/seminar/conference. Meals would be the responsibility of the traveler.

TRANSPORTATION:

MILEAGE:

- Mileage for business use of a private vehicle is reimbursed at the annual standard rate set by the Internal Revenue Services (currently 58.5 cents per mile for employees, and 14 cents per mile for volunteers, but subject to change as the IRS adjusts the rates). Mileage shall start from the employee's or volunteer's regular work place on business workdays and from the employee's/volunteer's home on non-work days and holidays.
- Only one employee/volunteer may claim mileage reimbursement when more than one employee/volunteer travels in the same vehicle.
- Routine mileage reimbursement requests must be submitted on the authorized mileage form prescribed by the Auditor's office. Form must be submitted to the County Auditor within 30 days from the end of the mileage month.
- The County Auditor will disburse mileage reimbursement requests for combined months provided each month's reimbursement is subtotaled.
- When travel out of county is greater than 1000 miles round-trip, transportation expenses are reimbursed in an amount not to exceed the cost of round-trip coach airfare in effect at the time of the travel encumbrance. Transportation expenses include lodging, meals, and mileage incurred as a result of driving rather than flying. The Commissioners Court must approve exceptions unless the travel involves extradition of prisoners and/or juveniles.
- Grant employees are reimbursed for mileage at the rate specified by the grant.
- The compensation package approved by the Commissioners Court for the following elected and appointed officials makes them ineligible to use a county-owned vehicle on a routine basis and ineligible to assign themselves a County owned vehicle under the Travis County Take Home Vehicle Policy but they can claim reimbursement for local mileage.

Constables 1-5
County Attorney
County Commissioners 1-4
County Judge
County Treasurer

Justices of the Peace 1-5
Purchasing Agent
Tax Assessor-Collector
Medical Examiner

AIRFARE:

- Air fare must not exceed the rate of a non-refundable coach fare in effect at the time of the travel encumbrance. According to various airline policies, changing non-refundable tickets could result in the County buying an additional ticket or paying an additional fee. If the change was to facilitate County business or was out of the control of the traveling employee/official, such as illness or emergency, the employee/official will not be held responsible for the cost of the change. The airline ticket (or comparable electronic document) must be attached to a reimbursement expense report if the trip was not taken. Written notice from Elected/Appointed Official, Executive Manager, or Department Head will be required to be submitted with expense report.

- In order that County staff make necessary business trips at the least possible cost, some tickets may be conditioned upon use for only the date and time purchased.
- The County Auditor will pay for airline tickets when billed by a vendor or as requested by the traveler on the encumbrance report in accordance with the disbursement schedule. The employee or official will be liable for the payment if the airline ticket is not used for the intended travel.
- If the airline ticket is paid in advance, the boarding pass, check in documentation, or certification that the ticket was used, must be attached to the reimbursement expense report.
- The County will reimburse the cost of the first bag fee imposed by an airline, for training/conferences that are for one to three days. If the training/conference is four or more days, the County will reimburse the fee imposed for an extra bag or the cost of luggage weight over 50 pounds. Receipts will be required for reimbursement.

OTHER TRANSPORTATION:

- The County Auditor will pay for the actual cost of a rental car for the business use when billed by a rental car vendor or as requested by the traveler on the encumbrance form. Payment will be processed in accordance with the disbursement schedule. Justification for the rental car will be required.
- The County will reimburse for the actual cost of a rental car for the business use or if used in conjunction with personal use, prorated days of business use. Justification for rental car will be required.
- Rental of luxury vehicles including but not limited to Hummers, Cadillacs, and Convertibles, will not be paid and/or reimbursed by the County unless justified and approved by Commissioners Court.
- The County reimburses for the actual costs of taxi fares, parking fees, and bus fares if receipts are attached to the reimbursement form.
- Travelers may choose to obtain a ride to Austin-Bergstrom International Airport instead of parking there. In that case, the County reimburses the mileage costs for two round trips to the airport, if the total mileage does not exceed the cost of parking at the airport. The County also reimburses cab fare to and from the airport.
- Other means of transportation, such as Motorcycles, Bicycles, Recreational Vehicles, etc, must be approved by Commissioners' Court.

MEALS:

- The County will reimburse an employee/official for meals in one of the following methods. Only one method of reimbursement is allowed for each trip.
 - Per Diem: \$39.00 per day (includes gratuities) for meals is reimbursed without any receipts required. Partial day per diem is at the discretion of the Department/Office.
 - Actual Pay: Up to \$50.00 per day for meals plus up to 15% gratuities is reimbursed if itemized receipts are submitted with the reimbursement form.
- Banquets, Award Ceremonies, Luncheons, etc will be reimbursed at one of the reimbursement methods above unless included in the Registration Fee.

- The County does not reimburse employees for alcoholic beverages.
- Consistent with the Internal Revenue Code, meal expenses will be reimbursed only when the employee is required to be out of the County overnight, except in the case of Jury Sequestration.
- Department funds may be expended to provide necessary food and beverage expenditures related to emergency or time critical public safety deployments where personnel is prohibited by command staff from leaving the site of the deployment. Deployment must be projected to extend at least two hours beyond a standard meal break and the law enforcement activity will be compromised if personnel leave the premises before resolution of the activity. Funds are not to be used for solo assignments or individual meals, but to service the group of operational and support staff restricted to a command/staging location or the associated target location. These rules will be strictly enforced, and any disallowed expenditures will be a pro rata taxable employee benefit to the assigned employees. The expenditure documentation must include the original receipts, the names of the deployed employees, and certification of incident and restricted assignment by command staff on a certification form designed by the Auditor's Office. Nothing in this rule prohibits or limits the purchase of water or military style Meals Ready to Eat (MRE's) for employees assigned to outdoor activities if determined by command staff to be necessary for the health and safety of the employees during the assignment

INCIDENTAL EXPENSES:

- The County does not reimburse for extracurricular activities such as golf, tennis, entertainment, movies, tours, sport events, or non business events along with any related costs for such extracurricular activities.
- The County will not pay for fines for violation of the law such as parking tickets, speeding tickets, etc.
- The County will not pay for food and/or beverages provided at meetings, training for County Staff, retreats or training provided on County property. This restriction does not apply if the grant allows this type of expense.

Rule # 13. Travel advances may be paid at the discretion of the County Auditor.

- Travel expenses paid directly to employees in advance for Registration, Airfare, Lodging, & Meals, will be considered travel advances. Advance payments to vendors in behalf of a County traveling employee/volunteer/non-County personnel, for registration, airfare and lodging, will considered in the future, when Auditor develops proper procedures for this type of disbursement.
- If a travel advance is requested, employee/official must sign an agreement that will allow the County Auditor to deduct the full advance from the employee's paycheck if the Expense Report is not submitted within 15 days from end of trip.
- The advance form must be signed by both Employee/official and the Department Head/elected official and/or appointed official.
- The County Auditor will develop and publish procedures for employees receiving travel advances, which will account for all advances as expenses and/or reimbursements as appropriate.

TRAVEL EXPENSES IN CONTRACTS:

Contracts for goods, services, and training that require the County to reimburse for travel expenditures to the contractor must include provisions in the contract that will require the travel

reimbursements not to exceed the allowances provided to County personnel. Any exceptions to these rates must be brought to Commissioners Court for approval.

ALTERNATE TRAVEL:

Travelers may be reimbursed for alternate travel arrangements (transportation mode, accommodations, or schedule) provided that the cost is not greater than the least expensive alternative. Alternate travel and the associated costs and savings must be approved by the employee's supervisor and fully documented before travel begins. The Commissioner's Court must approve all exceptions.

JURY SEQUESTRATION, & JURY MEALS IN CRIMINAL CASES

A cash fund may be set up for each Judge hearing criminal cases. The fund will be used for jury meals where the Judge determines that an impaneled jury should not separate during mealtime. The County Auditor will determine the amount maintained in each fund. Reimbursement will be paid upon a statement signed by the Judge, and which includes a certification by each juror that they received a meal. If the amount spent for each meal is \$9.00 or less, no receipt is required.

In the event of jury sequestration, the County Auditor is authorized to advance the cost of sequestering in the amount ordered by the sequestering Judge in order to secure lodging. The amount expended for food and lodging shall follow the guidelines approved by Commissioners Court covering travel reimbursement for county employees. The need for jury sequestration may occur after the normal business hours of the county and without sufficient time to call an emergency session of the Court. The normal procedures for claims processing may be adjusted accordingly.

RECRUITING AND HIRING FOR HIGH LEVEL POSITIONS

Rule #14. The Commissioners Court may approve the use of County funds to pay for travel arrangements and food/non-alcoholic beverages to entertain applicants when recruiting nationally for top level positions. Commissioners Court approval must be granted prior to the travel for the applicant to be reimbursed. The job applicants are reimbursed at the same rates used for current County personnel. Moving expenses and employment agency fees may also be paid for these positions if approved in advance by the Commissioners Court. Moving expenses must be supported by receipts. Departments and offices must notify Payroll before any expenses are paid.

LONG DISTANCE AND CELLULAR PHONE EXPENSES

Rule # 15. All County personnel must certify that long distance toll charges and cellular phone air time charges on County telecommunications equipment were for official County business. If any charges are not for official business, the official or employee must reimburse the County immediately after they are notified of the charges and charges are determined to be for personal use.

- All cellular phone airtime charges and cell phone purchases must be made in accordance with Chapter 39 of the Travis County Code, Wireless Communications Policy.
- All long distance phone certifications must be submitted to the Auditor's Office within 30 days after notification of the charges from ITS.

- Any questions surrounding the implementation of the above budget rule or of the appropriateness of any reimbursement or disbursement of long distance phone charges and cellular air time charges may be referred to the Commissioners Court at the discretion of the County Auditor.

GRANTS

In an effort to better coordinate the grant-seeking activities of the County and track the outstanding commitments to provide County matching funds, PBO, the County Attorney, and the County Auditor must review grant applications and contracts before a grant is placed on the agenda for Commissioners Court approval.

Rule #16. Grants from public or private sources received during this fiscal year are budgeted by the Commissioners Court upon certification of the revenue by the County Auditor. Application for grants must be submitted in accordance with the following rules.

For information on the complete grants process, please refer to the Grants Handbook available from the County Auditor.

In the event that a grantor utilizes an online system for approval/modifications to grants, PBO is authorized to act on behalf of the authorized official for approving/modifying grants in the following circumstances:

- 1) The grant authorized official is member of the Commissioners Court.
- 2) The grant contract/application has been approved by Commissioners Court.
- 3) The change does not significantly change the scope of service of the grant from what has been approved by Commissioners Court.

Grant Application Approval:

The grant summary sheet must be submitted to PBO electronically as well as three originals of the grant application and one copy of the original (to facilitate multiple copying for Court members) must be submitted to PBO by **Thursday at 5:00 PM**, 12 days prior to the planned Commissioners Court meeting at which the office or department wishes the grant to be included on the agenda. By the same deadline, one copy of the grant summary sheet and one copy of the application, as well as electronic versions, must be submitted to the County Auditor and the County Attorney's Office for review. One copy of the grant summary and one copy of the application must also be submitted to Information & Telecommunications Systems, (ITS) Facilities Management, (FM) and Human Resources Management Department if any new FTEs are involved.

The County Auditor reviews the application for fiscal requirements and the County Attorney reviews it for legal requirements. After receiving confirmation of review from these offices, PBO reviews the summary, including performance measures, and submits the grant, with a recommendation, for inclusion on the Commissioners Court agenda. PBO's recommendation includes the fiscal impact of FTE contained in the grant, if any. This information will be submitted to PBO by ITS, FM, & HRMD after the review of the information provided by the requesting department or office. The grant summary form is available as a file from PBO and is shown on the next page.

If any changes are made to the grant application, three final originals must be submitted to PBO by Friday at 5:00 PM, two days prior to the Commissioners Court meeting at which the grant is to be considered. If

approved, the grant application is signed by the County Judge and is available for pick-up by the office or department in the County Judge's Office.

Direct Cost of Accounting: Please contact the County Auditor for assistance in estimating the direct cost of accounting. Include the estimate in the grant application if the cost is reimbursable. Departments and offices should seek reimbursement for direct accounting costs when applicable.

New Positions: When an office or department applies for a grant which includes new FTEs, the office or department should send a copy of the grant application to HRMD, ITS and FM for their review. It is essential that this is accomplished early in the grant process so that HRMD can match the new proposed position to similar positions or existing job descriptions and ITS and FM can implement any network or space accommodations required. If the transfer of information to HRMD is delayed until after the grant award is accepted, there may be a significant delay before a person can be hired for that new position, particularly if the County has never had a position like the one being requested.

Performance Measures: All grants should have performance measures, including relevant outcome measures. Any output measures provided should include a narrative description of the outcome impact to the program. These measures should reflect the current activity of the department or office in the area where grant assistance is requested, as well as the expected impact of the grant on the department's activities. If the grant is for a new program, performance measures should be supplied for the new program. Departments and offices are expected to report to PBO on the performance of a grant six months into the grant period, when applying to continue the grant, and when approval of a renewal contract is requested by Commissioners Court.

GRANT SUMMARY SHEET

Check One:	Application Approval: <input type="checkbox"/>	Permission to Continue: <input type="checkbox"/>
	Contract Approval: <input type="checkbox"/>	Status Report: <input type="checkbox"/>

Department/Division:	
Contact Person/ Title:	
Phone Number:	

Grant Title:			
Grant Period:	From:		To:
Grantor:			

Check One:	New: <input type="checkbox"/>	Continuation: <input type="checkbox"/>	Amendment: <input type="checkbox"/>
Check One:	One-Time Award: <input type="checkbox"/>	Ongoing Award: <input type="checkbox"/>	
Type of Payment:	Advance: <input type="checkbox"/>	Reimbursement: <input type="checkbox"/>	

Grant Categories/ Funding Source	Federal Funds	State Funds	Local Funds	County Match	In-Kind	<u>TOTAL</u>
Personnel:						0
Operating:						0
Capital Equipment:						0
Indirect Costs:						0
Total:	0	0	0	0	0	0
FTEs:						0.00

Auditor's Office Review: <input type="checkbox"/>	Staff Initials: _____
Auditor's Office Comments:	
County Attorney's Office Contract Review: <input type="checkbox"/>	Staff Initials: _____

Performance Measures	Projected FY 09 Measure	Progress To Date:				Projected FY 10 Measure
		12/31/08	3/31/09	6/30/09	9/30/09	
Applicable Depart. Measures						
Measures For Grant						
Description of Outcome Impact						
Description of Outcome Impact						

PBO Recommendation:

1. Brief Narrative - Summary of Grant: What is the goal of the program? How does the grant fit into the current activities of the department? Is the grant starting a new program, or is it enhancing an existing program?

2. Departmental Resource Commitment: What are the long term County funding requirements of the grant?

3. County Commitment to the Grant: Is a county match required? If so, how does the department propose to fund the grant match? Please explain.

4. Does the grant program have an indirect cost allocation, in accordance with the grant rules? If not, please explain why not.

5. County Commitment to the Program Upon Discontinuation of Grant by Grantor: Will the program discontinue upon discontinuance of the grant funding? (Yes/No) If No: What is the proposed funding mechanism: (1) Request additional funding (2) Use departmental resources. If (2) is answered, provide details about what internal resources are to be provided and what other programs will be discontinued as a result.

6. If this is a new program, please provide information why the County should expand into this area.

7. Please explain how this program will affect your current operations. Please tie the performance measures for this program back to the critical performance measures for your department or office.

Outstanding Grant Applications: PBO maintains a summary of outstanding grant applications and matching fund commitments. This summary is submitted to Commissioners Court every week as an attachment to the regular Grant Agenda Item. Departments that are notified of the denial of a grant application should inform PBO so that the outstanding grant application summary reflects pending County commitments.

Indirect Costs: The Commissioners Court has adopted an indirect cost plan that includes an indirect cost rate for each department or office. All grant applications should request the appropriate indirect cost as part of any grant application. The requirement to include an indirect cost rate as part of an application may be waived annually if:

- A) The total amount requested, without including indirect costs is less than \$50,000.
- B) If a department or office can provide evidence that including an indirect cost rate will result in rejection of a grant application.

See the Appendix for the approved indirect cost rate for most departments and offices as of July 31, 2007. This information is updated during the year and PBO notifies the departments of any changes. If your department is not listed in the Appendix, please contact your Planning and Budget Analyst.

Grant Contract Approval

When an office or department receives a grant contract, the office or department must first secure authorization from the County Auditor's Office and then forward three originals of the contract, with all required signatures except the County Judge's, to the County Attorney's Office. At the same time, the office or department must submit one copy of the contract, with an electronic copy of the grant summary sheet to PBO, ITS, FM and the County Auditor.

After receiving the three originals with any amendments from the County Attorney's Office, PBO submits the contract for inclusion on the Commissioners Court agenda. If approved, the grant contract is signed by the County Judge and available for pick-up by the office or department in the County Judge's Office.

Revenue Certification: Once the contract has been signed by all parties (including the grantor, if that was not done prior to Commissioners Court approval), the office or department must forward the originals of the contract signed by all parties to the County Clerk and the grantor. A copy of the fully executed contract must be submitted to the County Attorney, the County Auditor, and the Purchasing Office. The County Auditor certifies revenue upon receipt of the fully executed contract.

Budget Amendments: Budget amendments are processed as automatic budget adjustments after approval of the contract by Commissioners Court and certification of revenue by the County Auditor.

Permission to Continue: If a grant renewal contract is not received prior to the effective date of the grant and grant employees are requested to continue on the payroll, offices or departments must submit a Permission to Continue memo to Commissioners Court at least four weeks prior to the end of the grant that is to be renewed. This memo notifies the Commissioners Court that payroll expenses are requested to continue and indicate the expected date that the contract will be signed. This rule applies only to the renewal of grants that have been received in previous years, and for which verbal assurance of continuation from the grantor has been received. A Permission to Continue is only appropriate to allow offices/departments to continue to fund payroll for employees where the grant has an ongoing commitment and there is an unusual, non-recurring delay in receiving a final executed contract. At the time a Permission to Continue memo is submitted to the Commissioners' Court for approval, the office/department should contact PBO to request a budget adjustment to move existing office/department resources to the grant fund, or request an allocation from reserves to the grant fund, until the grant is finalized. Revenue will be certified by the County Auditor when all the normal requirements for a grant contract have been met. Revenue for new grants will not be certified and expenditures cannot be made until a grant contract has been signed.

Budget Adjustments: All budget adjustments must comply with the grantor's requirements for budget adjustments. Any budget adjustments requiring prior grantor approval are not processed until that approval is received. If a grantor de-obligates funding or a portion of funding, a budget adjustment must immediately be sent to PBO reducing each affected revenue and expenditure line item.

Purchasing: Grant purchases are not exempt from County purchasing laws. Offices or departments must coordinate with the Purchasing Office when procuring either services or commodities using grant funds. In addition to County purchasing laws, purchases must comply with all applicable federal or state laws and contractual restrictions required in the grant. Purchase of items with a unit cost exceeding \$5,000 must be incorporated into the fixed asset management system. This applies to any items located on County property for which the County is liable, regardless of the source of funding. Items are tagged with a color code denoting the source of funding.

Authorization for Reimbursed Grants: Many of the grants received by the County require expenditures of County funds until those expenditures are accepted and reimbursed by the grantor. All expenditures for reimbursable grants that have been approved by the Commissioners Court and for which revenue has been certified by the County Auditor are authorized until grant funds are available for reimbursement. Offices or departments should request an advance payment rather than agree to a reimbursement arrangement whenever possible.

Expenditures funded from grant funds that are not allowed under the General Fund require a written letter of approval/authorization from the grantor.

Vehicles funded through Grant Funds: If a department plans on purchasing a vehicle using grant funds, all the associated costs for the vehicle, such as fuel and maintenance, need to be covered by the grant funds. In the event that the grant will not cover such costs, the department should either reallocate resources to TNR to fund the fuel and maintenance or request additional funding from Commissioners Court. Any additional funding requests for fuel and maintenance should be coordinated with the approval of the grant contract.

VEHICLE TAKE-HOME POLICY

Rule #17. Use of County vehicles is authorized by this budget for county business and in accordance with Chapter 40 of the Travis County Code.

PERFORMANCE BASED PAY AND EMPLOYEE RECOGNITION

The Performance Based Pay (PBP) system is a mechanism for providing financial compensation for outstanding performance, experience and achievement. Departments and offices award PBP consistent with the rules established by the Commissioners Court.

If an office/department has funds in an employee recognition line item, the recognition expense is not to exceed \$50.00 per employee. Amount of recognition expense should be limited to the cost of a plaque including engraving, lapel pins or other token of recognition. Food, refreshments, decorations, entertainment or other expenses associated with a ceremony, reception or dinner are not allowed.

COMPUTER SOFTWARE TRAINING

All computer software training for Windows and Microsoft Office products is performed by ITS. No other office or department is authorized to solicit services for this training unless training sessions are not provided by ITS within 60 days. No payment for this training is made by the County Auditor without an accompanying written authorization from ITS.

COUNTY AUDITOR'S BUDGET ADJUSTMENT AUTHORITY

Rule #18. The County Auditor has the authority, under the following circumstances, to adjust budgets without prior approval from the office or department,.

End of Year Personnel Balances:

For expenditures incurred during the last two pay periods of the fiscal year, the County Auditor may transfer funds automatically to cover projected shortages in salary and fringe benefits line items. The County Auditor may transfer:

- (1) projected surplus salary and fringe funds within and among offices or departments;
- (2) funds from the General Fund reserve, Special Revenue Fund reserves, Capital Projects reserves, and Internal Service Fund reserve, whichever is appropriate; and

The County Auditor must present a list of the adjustments to PBO for approval by Commissioners Court.

During the year, the County Auditor's Payroll Division may override negative balances to process payroll. Offices or departments should promptly submit budget adjustments to PBO to cover negative balances. See the Budget Rules for PBO's authority to transfer funds if the office or department allows a payroll line item to remain negative. As it relates to Overtime, budget transfers must be made by the office/department through PBO to cover shortages prior to the subsequent payroll. If the payroll line items are still negative at the time the subsequent payroll is processed, the County Auditor will make an automatic budget transfer(s) to cover the negative balances from any line item that has sufficient funds to cover the shortage.

Insurance and FSA Administration Fees:

The County Auditor is authorized to pay insurance and FSA administration fees and reimbursements as approved by the Commissioners Court in the employee benefit contract.

Termination Pay:

The County Auditor may transfer funds from the appropriate Salary line item in an office or department to the Termination Pay line item to cover termination pay. All payments for accrued vacation, sick leave, and compensatory time are charged to the Termination Pay line item. No funds are budgeted in the Termination Pay account until the expenditures are made. The Termination Pay transfer should occur at least monthly to balance the line item.

Adjustments for Expenditures Less Than \$10:

If an invoice exceeds the amount budgeted in a line item by less than \$10, the County Auditor is authorized to transfer funds automatically to cover the budget deficit and avoid delay in processing the invoice. These funds are transferred from the first operating expense line item with sufficient funds. In the case of Grants, the transfer must be approved by the Auditor's Grant Financial Analyst.

Payment of Interest:

The County Auditor is authorized to transfer funds automatically to line item 7510—(Interest) within the budget of an office or department to cover the cost of interest on overdue invoices per the Prompt Payment Act. These funds are transferred from the first operating expense line item with sufficient funds. In the case of Grants, Bond funds, and other funds that do not allow interest payments, the interest will be charged to the department/office general fund budget.

TAX REFUNDS

The County Auditor automatically debits contra revenue accounts (General Fund and Debt Service) to refund current and prior year tax appeals of appraised values. Interest refunds for prior year taxes shall be paid from a budgeted line item in General Administration.

The Tax Assessor Collector calculates the expenditure requirements for tax refunds and submits these amounts to PBO for approval by the Commissioners Court.

CONTINGENT LIABILITIES

The County Auditor has the authority to record contingent liabilities as defined by generally accepted accounting principles to accurately reflect the financial position of the County. The Commissioners Court, County Attorney, Risk Manager, and other elected or appointed officials should notify the County Auditor in a timely manner of any potential contingent liabilities affecting any of the County funds on the County's financial records. The County Auditor notifies the Commissioners Court, and the County Attorney and, where applicable, the Risk Manager of significant contingent liabilities that are recorded on the County's financial records.

INTERFUND TRANSFERS

Interfund transfers are movements of money between budgetary funds. Those that are adopted in the budget process are summarized in the Budget Recapitulation as "Other Financing Sources." The transfers are subject to the following rules:

- The County Auditor may make "transfers in" the funds controlled by Commissioners Court from non-budgetary government funds that are at the discretion of elected officials, the Corporations' Boards of Directors, or the State of Texas (i.e., CAPSO, DAPSO, CSCD, etc.) as directed by the appropriate official.
- The County Auditor may only make "transfers out" of funds if approved by Commissioners Court (budgetary funds) or approved by the responsible official (non-budgetary discretionary funds).
- The County Auditor transfers funds at 1/12 of the budgeted amount on a monthly basis, unless otherwise specifically notified by PBO. If a calculation of the transfer must be made during the fiscal year, PBO performs the calculation and provides the County Auditor the amount to be transferred.
- The transfer is limited to funds available in the transferring fund. If funds are not available in the transferring fund, a transfer is made only up to the amount of available funds. If the receiving fund is at a deficit, the County Auditor, after review and approval by PBO, is authorized to transfer in a sufficient amount to cover the deficit up to the budgeted amount.

MID-YEAR CERTIFICATION OF REVENUES

State law limits revenue which can be certified mid-year for immediate appropriation and expenditure. The County Auditor may certify public or private grant or aid money, donations and intergovernmental contract revenue which was not included in the budget for use in the current fiscal year. Offices or departments wishing to request certification of such money during the fiscal year should contact the County Auditor for assistance.

Authorization for Reimbursed Agreements - Fund 475

Rule #19. Some approved agreements budgeted in Fund 475 (Contractual Capital Projects) by the County require expenditure of County funds until those expenditures are reimbursed by the funding entity. All expenditures for reimbursable agreements within Fund 475 that have been approved by Commissioners Court and for which revenue has been certified by the County Auditor are authorized until the resources from the funding entity are available for reimbursement. Offices and departments should request an advance payment rather than agree to a reimbursement arrangement whenever possible. If the total of expenditures and encumbrances of the fund result in a deficit fund balance, the office/department will be required to request a transfer into the fund from other office/departmental resources or reserves.

APPENDICES

I. Personnel Slot List

A list of the budgeted personnel slots for Fiscal Year 09 is attached to the copy of the approved budget filed with the County Clerk. The list contains the following information for each slot within an office or department: job title, whether the position is full-time or part-time, and effective date. Offices or departments may only hire for regular positions according to this slot list unless otherwise allowed by law or approved by Commissioners Court.

II. County Benefits

Fringe benefits of offices and departments are budgeted based on the County Benefits Policy. A copy of the policy is on file at the County Clerk's Office. The current benefit calculation rates as of October 1, 2008 are shown below.

Base Salary	
FICA OASDI (line item 2002)	Base Salary (up to \$102,000) x 0.062
Hospitalization (line item 2003)	Months on Payroll x \$629
Life Insurance (line item 2004)	Months on Payroll x \$6.55
Retirement (line item 2005)	Base Salary x .1071
Workers Compensation Insurance (line item 2006)	Base Salary x 0.75 x "WCI Factor" Shown below
FICA Medicare (line item 2007)	Base Salary x 0.0145

Please contact your Planning and Budget Analyst for Workers Compensation Insurance "WCI Factor" for position types not shown below:

Job Description	"WCI Factor"
PRINTING	0.0187
INSECT CONTROL	0.0237
INSULATION WORK & DRIVERS	0.0463
ROAD EMPLOYEES - PAVING	0.0346
ROAD MAINT MGMT PERSONNEL	0.0092
DRIVERS	0.0362
AIRPORT, HELICOPTER OPR	0.0226
LAW ENFORCEMENT, AMBULANC	0.0179
AUTO MECHANICS	0.0175
ENGINEERS, SURVEYORS	0.0032
CLERICAL	0.0026
VET HOSP & ANIMAL CONTROL	0.0096
CLINICAL PROFESSIONALS	0.0028
HOSP PROFESSIONAL & CLERK	0.0071
BUILDING MAINT & JANITOR	0.0226
PARKS & RECREATION	0.0257

III. Budget Authority Responsibility

Below is a list of officials (or their designee, authorized in writing to the County Auditor, Purchasing Office, PBO, and HRMD) who are responsible for and may authorize expenditures from the budgets of their office or department.

Dept #	Office or Department Name	Responsible Official
01	County Judge	County Judge
02	Commissioner - Precinct 1	Commissioner Precinct 1
03	Commissioner - Precinct 2	Commissioner Precinct 2
04	Commissioner - Precinct 3	Commissioner Precinct 3
05	Commissioner - Precinct 4	Commissioner Precinct 4
06	County Auditor	County Auditor
07	County Treasurer	County Treasurer
08	Tax Assessor-Collector	Tax Assessor-Collector
09	Planning & Budget	Executive Manager, Planning and Budget
10	General Administration	County Judge/Commissioners Court
11	Human Resource Management	Executive Manager, Administrative Operations
12, 90	Information and Telecommunication Systems	Executive Manager, Administrative Operations
1413	Travis County Exposition Center	Executive Manager, Administrative Operations
14, 91	Facilities Management	Executive Manager, Administrative Operations
15	Purchasing & Inventory Management.	Purchasing Agent
16	Veterans Service Office	Executive Manager Health, Human and Veterans Services
17	Historical Commission	Chairperson, Hist. Comm.
18	Agricultural Extension Svc.	Executive Manager Health, Human and Veterans Services
19	County Attorney	County Attorney
20	County Clerk	County Clerk
21	District Clerk	District Clerk
22, 93	Civil Courts	Administrative Judge/Civil Courts.
23	District Attorney	District Attorney
24, 94	Criminal Courts	Administrative Judge/Criminal Courts
25	Probate Court	Probate Judge
26	Justice of Peace - Precinct 1	Justice of the Peace, Precinct 1
27	Justice of Peace - Precinct 2	Justice of the Peace, Precinct 2
28	Justice of Peace - Precinct 3	Justice of the Peace, Precinct 3
29	Justice of Peace - Precinct 4	Justice of the Peace, Precinct 4
30	Justice of Peace - Precinct 5	Justice of the Peace, Precinct 5
31	Constable - Precinct 1	Constable, Precinct 1
32	Constable - Precinct 2	Constable, Precinct 2
33	Constable - Precinct 3	Constable, Precinct 3
34	Constable - Precinct 4	Constable, Precinct 4
35	Constable - Precinct 5	Constable, Precinct 5
36	Dispute Resolution Center	Director, Dispute Resolution Center
37	Sheriff	County Sheriff
38	Medical Examiner	Executive Manager, Emergency Services
39	Community Supervision & Corrections	Director, Community Supervision & Corrections

40	Travis County Counseling and Educational Services (TCCES)	Executive Manager, Justice and Public Safety
42	Pretrial Services	Director, Community Supervision & Corrections
43	Juvenile Public Defender	Executive Manager, Justice and Public Safety
45	Juvenile Probation	Chief, Juvenile Probation Officer
47	Emergency Services	Executive manager, Emergency Services
49, 92	Transportation and Natural Resources	Executive Manager, TNR
54	Civil Service Commission	Civil Service Officer
55	Criminal Justice Planning	Executive Manager, Justice and Public Safety
57	Records Management and Communication Resources	Executive Manager, Administrative Operations
58	Health and Human Services	Executive Manager Health, Human and Veterans Services
59	Emergency Medical Services	Executive Manager, Emergency Services

IV. Indirect Cost Rates

Below is the list of indirect cost rates for each department or office to be used for applying for grants.

Approved by Commissioners Court on September 30, 2008

Dpt #	Department Name	Calculated Rate
01	County Judge	182.76%
02	Commissioner - Precinct 1	50.99%
03	Commissioner - Precinct 2	34.38%
04	Commissioner - Precinct 3	38.25%
05	Commissioner - Precinct 4	34.37%
08	Tax Assessor-Collector	66.31%
13	Exposition Center	0.00%
16	Veterans Service Office	71.15%
18	Agricultural Extension Service	49.72%
19	County Attorney	43.00%
20	County Clerk	44.95%
21	District Clerk	47.92%
22	Civil Courts	36.99%
23	District Attorney	21.44%
24	Criminal Courts	49.34%
25	Probate Court	26.85%
26	Justice of Peace – Precinct 1	40.43%
27	Justice of Peace – Precinct 2	25.27%
28	Justice of Peace – Precinct 3	29.20%
29	Justice of Peace – Precinct 4	33.43%
30	Justice of Peace – Precinct 5	42.81%
31	Constable - Precinct 1	27.97%
32	Constable - Precinct 2	29.04%
33	Constable - Precinct 3	25.56%
34	Constable - Precinct 4	24.55%
35	Constable - Precinct 5	30.67%
37	Sheriff	19.06%
38	Medical Examiner	51.74%
39	Community Supervision & Corrections	17.93%
40	Counseling and Education Services	25.07%
42	Pretrial Services	36.66%
43	Juvenile Public Defender	30.34%
45	Juvenile Court	22.87%
47	Emergency Services	119.20%
49	Transportation and Natural Resources	44.43%
54	Civil Service Commission	24.09%
55	Criminal Justice Planning	25.62%
58	Health and Human Services	44.77%
	Composite Travis County Rate	29.56%

V. Central Line Items

Centrally Budgeted Line Items are expenses that are budgeted in one support department instead of being allocated to each user department. The following line items generally are centrally budgeted:

Dept/Div

- 11-41—HRMD Risk Management Ergonomic Improvements
 - #3001—Office Equipment & Supply
 - #3011—Building Maintenance
 - #6033—Medical Services

- 12-30—Information and Telecommunication Systems/Technical Support
 - #5002—Maintenance Agreements
 - #5012—Repairs - Telephone Equipment

- 12-30—Information and Telecommunication Systems/Technical Support
 - #4104—Communication - Trunk Lines

- 12-50—Information and Telecommunication Systems/Network Support
 - #5002—Maintenance Agreements

- 47-05—Emergency Services/Communications
 - #5008—Repairs - Radios

- 15-10—Purchasing
 - #6029—Advertising/Public Notices

- 49-52—Transportation and Natural Resources/County Fleet Maintenance
 - #3023—Fuel, Oil, Lubricants
 - #3021—Repairs - Autos & Trucks

- 57-15—Records Management and Communication Resources/
Copiers/Central Repair
 - #5001—Maintenance Agreements
 - #5005—Repairs - Furniture & Office Equipment
 - #5007—Repairs - Other Equipment
 - #6103—Rent or Lease Equipment (Copiers)

- 57-50—Records Management and Communication Resources/Mail Services
 - #4102—Postage/Freight Out

- 57-70—Records/Consulting
 - #6099—Other Purchased Services

- 90-XX—Centralized Computer Services

- 91-XX—Centralized Rent and Utilities
 - #4801—Utilities
 - #6102—Rent-Land & Buildings

- 92-XX--Centralized Fleet Services

Contact List for Centrally Budgeted Line Items

Type of Expenditure	Department	Contact #
Ergonomic Improvements	HRMD	854-9165
Communications Trunk & Computer Repairs	ITS	854-9666
Radio Repairs	ES	854-4785
Utilities, Rent, and Building Repairs	Facilities Mgt.	854-9661
Public Notice Advertising	Purchasing	854-9700
Vehicle Fuel or Repairs	TNR	854-9383
All Records Management Central Line Items (Paper, General Fund Law Library Services, Printing, Television Services, Records Storage, Records Management Consulting, Imaging Services, and Postage)	RMCR	854-9575

VIII. Brief Guide to Performance Measurement

Performance measurement involves the regular collection of specific information regarding the results of County services. It includes the measurement of the kind of job we are doing, and addresses the effect our efforts are having in our community. A performance measurement system links a department's or agency's mission, goals, objectives and indicators. Performance measurement is used as a management tool:

- To achieve greater organizational performance
- To establish expectations and communicate results
- To evaluate whether goals and objectives are being met
- To measure work efforts and accomplishments
- To establish a link between program performance and resource allocation

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

- What was achieved?
- How efficiently was the work done?
- How were citizens helped by the effort?

Measurement Criteria

Please keep in mind that when developing your own measures they should satisfy the following criteria. They should be:

Valid -- Captures the information intended.

Reliable -- Data required can be replicated (verifiable) and is not susceptible to manipulation.

Relevant -- Relates to objectives. The measures should be significant and beneficial to the office or department, Commissioners Court, public, etc...

Timely -- Timely measurements are reported on a recurring basis, as soon as possible after the events being measured, and provide the background data to easily trace the sources of the measurement.

Focused on controllable facets of performance -- Look for measures that are under your influence.

Comprehensive -- Incorporates significant aspects of the office's operations.

Non-redundant -- Should avoid measuring an impact sufficiently captured by other measures.

Sensitive to data collection cost -- Justifies the cost of collecting and retaining data.

Clearly defined -- Should have clear documented meaning that can be uniformly understood and interpreted.

Indicator Terminology

There are four major types of indicators used for performance measurement: **input**, **output**, **efficiency**, and **outcome**. Each of these types of indicators can be used to illustrate the various aspects of services and programs provided by Travis County. While each of these performance indicators is an important component of performance measurement, outcome indicators focus on the ultimate “why” Travis County provides a particular service, and therefore can offer the most value. The following is a brief description of each indicator with some examples from Fairfax County, Virginia, a leader in performance measurement for county government. The suggested measures below could likely be improved with your department’s expertise. Your assigned PBO Analyst welcomes the opportunity to work with you on this topic.

- An **input** indicator is designed to “report the amount of resources, either financial or other (especially personnel), that have been used for a specific service or program.” *Basic examples of this type include **dollars budgeted or staff hours used for a service**.*
- An **output** indicator is used to determine the quantity or number of units that an activity produces or service provides. *Basic examples of this type of measure include **number of detention bed days provided or number of fire incidents responded to**.*
- An **efficiency** indicator is used to determine the ratio between the amount of the output produced and the amount of input it took to produce it. *Basic examples of this type of measure include **cost per juvenile bed day or cost per fire response incident**.*
- An **outcome** indicator is used to determine how well the service provided accomplishes the intended purpose. It is a quantifiable indicator of the benefit of the service or action. However, it should be noted that external forces can sometimes limit managerial control over an intended outcome. *Examples of this type of measure include **percent of juveniles not reconvicted within 12 months or fire deaths per 100,000 population**.*

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

Basic Methodology to Develop Performance Measures

There are four basic steps in the development of performance measures.

Step 1. Review your mission and goals.

Goals give more specific direction on how an organization will achieve its mission. A goal statement should usually begin with “to” followed by a verb, say what the agency does, identify who will receive the service, and be associated with an outcome indicator (statement of accomplishment). An example of a goal statement is:

To provide children, adults, and families in the Fairfax County community with social, rehabilitative, and correctional programs and services that meet Department of Juvenile Justice minimum service standards and statutory and judicial requirements.

Step 2. Define your objectives.

Objectives are outcome-based statements of what will be accomplished. Ideally, an objective should demonstrate progress toward reaching an organization’s goal. An objective should support your goal, show a benefit, and be quantifiable. An example of an objective is:

To increase the number of Juvenile Detention residents with no subsequent criminal petitions within 12 months of case closing.

Step 3. Select your indicators.

Use at least one input, output, efficiency, and outcome indicator for each objective. There is a performance measurement worksheet on page 5 that can be used to develop each indicator. Here are two examples from Fairfax County, Virginia:

Area	Goal	Objective	Input	Output	Efficiency	Outcome
Juvenile Justice	To provide children, adults, and families in the Fairfax County community with social, rehabilitative, and correctional programs and services that meet Department of Juvenile Justice minimum service standards and statutory and judicial requirements	To increase the number of Juvenile Detention residents with no subsequent criminal petitions within 12 months of case closing.	Budget for service or number of staff	Number of detention bed days provided	Cost per bed day	Percent of discharged youth with no new delinquent petitions for one year
Fire Suppression	To prevent fires and release of hazardous materials, loss of life or injury, property loss and hazardous conditions, and to limit the consequences when fire or hazardous materials releases do occur within Fairfax County to ensure public safety, public health and economic growth.	To minimize property damage due to fire loss, while also striving to minimize fire deaths and injuries	Budget for service or number of staff	Number of fire incidents responded to	Cost per incident	Fire deaths per 100,000 population Fire injuries per 100,000 population

Step 4. Implement your system.

The management of a performance measurement system involves collecting, reporting, and monitoring your indicators. This will help you to identify if you are reaching your program's goals and if adjustments are needed.

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

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

RESOURCES

Fairfax County, Virginia. A Manual for Performance Measurement.
http://www.co.fairfax.va.us/gov/omb/Basic_Manual.pdf

Fairfax County, Virginia. Manual for Data Collection for Performance Measurement.
http://www.co.fairfax.va.us/gov/omb/Data_Collection_Manual.pdf

Fairfax County, Virginia. “Performance Measurement Training Slideshow.”
http://www.co.fairfax.va.us/gov/omb/training_slides/Agency_2003.pdf

Government Finance Officers Association (GFOA). Performance Management: Using Performance Measurement for Decision Making (2002) – Updated Performance Measures (1994). <http://www.gfoa.org/services/rp/budget/budget-performance-management.pdf>

State Auditor’s Office. Guide To Performance Management (2000 Edition)
<http://www.sao.state.tx.us/Resources/Manuals/prfmguide/guide2000.pdf>