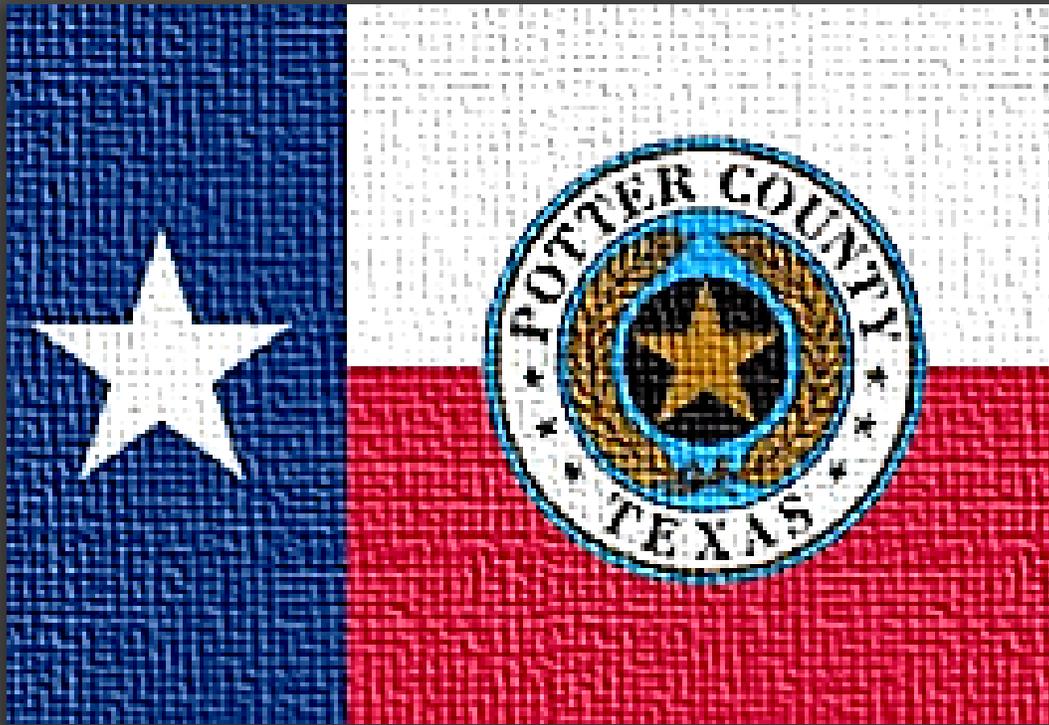


FACILITATED BY:
PANHANDLE REGIONAL PLANNING COMMISSION

POTTER COUNTY STRATEGIC PLAN



To provide services efficiently in a highly responsive manner to the diverse citizens of the County and to maintain a safe and strong community through fiscally responsible leadership.

Introduction

“A leader is someone who helps improve the lives of other people or improve the system they live under.”

--Sam Houston

Texas pride is a sentiment that works its way into every facet of life for the residents of the great state of Texas. From the ubiquitous slogans and attitudes that accompany the “Lone Star State” or “Don’t Mess with Texas”, generations of Texans have worked tirelessly to ensure that Texas maintains the uniqueness and attitude that has long defined the State. In order to continue this great tradition and to stand out amongst the many states in the country, counties throughout the State have worked to provide basic services and a good quality of life to the residents who live within their jurisdiction.

In today’s environment it has become as challenging as ever to provide for these basic services as the costs continually increase and new regulations are often imposed. County leaders in Texas generally strive to be as fiscally responsible as possible. It has become a challenge for the leadership of every county and community to look forward towards the future, to plan for success and to maintain the provisions that allow for that good quality of life that has long defined Texas. The future success of counties and communities around the nation are shaped by the decisions and plans being put in place today. As such, it is highly important that leadership at all levels take the necessary time to determine what is important to the community going forward. Only through proper planning, establishing common goals and being creative can a community set upon a path of continual improvement and provide the highest level of service possible.

The leadership of Potter County believes in the sentiments of Texas pride and the value of making their county stand out in meeting the needs of their citizenry. In order to continue to meet these high standards, officials from Potter County have come together to assess what the current situation demands and establish a series of actions that can improve that situation going forward to help put Potter County on the forefront of a high quality of life in Texas.

Working to fulfill these responsibilities, Potter County officials came together in the spring of 2018 to develop a Strategic Plan for the County. As part of this effort, the County contracted with the Panhandle Regional Planning Commission to provide a neutral third party facilitation of the planning process. In procuring this neutral facilitation the County aimed to ensure that all points of view would be equitably heard and differences of opinions between leaders would be limited to specific topics without contaminating or jeopardizing the planning process. In order to garner the most perspectives possible concerning the community, a committee of sixteen individual County leaders was established. The group consisted of County Commissioners, elected officials, department heads and other stakeholders to participate in the planning sessions.

Potter County has proven to have very responsible leadership, both elected and appointed, that recognizes the importance of planning for the community’s future to ensure long-term success and stability. As the great actor and cowboy John Wayne once said, “Tomorrow is the most important thing in life and it hopes we’ve learned something from yesterday.”

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Appendices

Appendix A - Strategic Plan Preparation Document

Appendix B - Potter County Public Defender's Office Feasibility Study



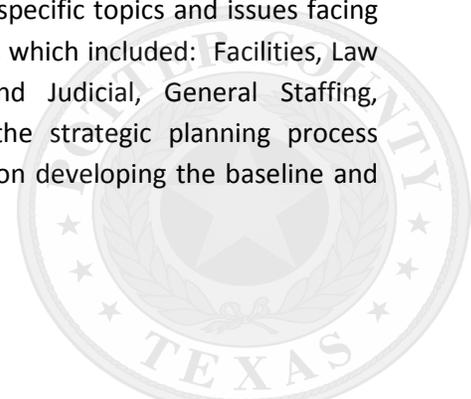
Process

In 2017, representatives of Potter County came together to hold a meeting to discuss the issues and concepts of future County planning. Realizing the importance of having concerted planning efforts between elected leadership, high level staff and important external partners to hold meaningful discussions about the future of the community, Potter County officials decided to pursue the creation of a formal Strategic Plan. To that end, the Panhandle Regional Planning Commission (PRPC) was contracted, through interlocal agreement, to serve in the capacity of facilitator to ensure that all input and viewpoints were fostered and equitably considered. Kyle G. Ingham, Executive Director at PRPC, with the assistance of Dustin Meyer, Local Government Services Director, were pleased to facilitate the planning process.

The initial step in the process was to establish a basic understanding of the broad issues facing the County, define specific topics and to ensure that commonalities could be defined among the various elected officials, department heads and stakeholders. An initial working group was created to begin the process of identifying topics and issues facing the County and to define and delineate the necessary background of these issues to allow for common definitions. The individuals on the Working Group were assigned by Potter County Judge, Nancy Tanner. The membership of the regular Working Group included:

- County Commissioner Mercy Murguia
- County Commissioner Alphonso Vaughn
- District Attorney Randall Sims
- County Attorney Scott Brumley
- County Clerk Julie Smith
- County Auditor Kerry Hood
- County Facilities Director Mike Head

The group was purposefully kept small and agile as to allow for manageable and meaningful discussions while representing a broad swath of County interests as topics were identified and defined. At different junctures, representatives from specific fields in the County were added to the group to bring additional expertise to the discussions. Over the course of several months, the Working Group dedicated multiple meetings to cover and hold deliberations over fifty specific topics and issues facing the County. Each of these issues fell within eight primary areas of focus which included: Facilities, Law Enforcement, Fire Protection, Road and Transportation, Legal and Judicial, General Staffing, Communications, and Financial and Budgeting. In order to make the strategic planning process meaningful and representative, extensive focus and effort was placed on developing the baseline and background information necessary for a truly collaborative process.



The end result of these Working Group meetings was the production of a Potter County Strategic Plan Preparation Document (Appendix A). This document includes a summary of the Working Group meeting discussions used to relay information concerning the context, background and challenges that was currently facing Potter County. Fundamentally, this document is a summary of each specific challenge facing the County. Each member of the Strategic Planning Committee was provided this document too assist them in their preparation and consideration of community needs as well as to elaborate on the background and evidence of each of the identified needs. After familiarizing themselves with the many topics, each member of the Strategic Planning Committee was asked to prioritize each topic prior to the first Strategic Planning Meeting to allow the group to identify what needs were the most important to the group and representative of the community. Based on the average score for each of the needs, a ranking was established so that the group could begin addressing the highest ranked priority first. This process ensured that the group would spend its valuable time on the issues that were deemed by the group, on average, to be the most important. (See page 13 for Topic Areas of Focus.)

The Strategic Planning session ran over the course of two days starting on March 8th, 2018 and concluding on April 5th, 2018 in open public meetings. Before each of the Strategic Planning Sessions, PRPC Staff detailed how the Planning Session would be structured as well as what a strategic plan consists of. The goal of the Strategic Planning sessions was to produce a plan that established the direction for the County, set priorities, focused energy and resources and ensured that a common Vision for the County was being pursued. The Planning Team began by going through the prioritized list of the Areas of Focus to provide them with a series of goals and objectives. The goal in addressing each need was to develop a series of attainable objectives so that the community can see tangible progress towards each goal being achieved as implemented through the strategies. The Committee then coupled the strategies with both a responsibility and potential funding sources, related to each of the identified needs, which could later be considered for implementation. It is important to realize that the Strategic Planning Committee is planning for the long-term goals and future outlook of the County. In order to do so it was important to think of both creative and traditional ways to address and resolve each need.

It was vital at the beginning of the planning process to note that the group would be exploring solutions for fifteen to twenty highly ranked needs and that it would likely consist of a list of strategies each with its own cost. However, including the strategy in the plan should not be considered as a commitment of the Commission to carry-out any particular strategy or commit funds towards any or all of the included strategies, but as an opportunity to refer to the Strategic Plan to reference strategies as a potential option to resolve and address current and future needs. It is not the intent of this document to prescribe an implementation schedule or require that each strategy be implemented. The document establishes a series of strategies, or tools, related to each need that the County can implement as funding and necessity dictate for future County Commissioners. Each strategy can be implemented mutually independently of the others or in concert with other strategies.

The Potter County Strategic Planning Team also undertook a SWOT analysis (page 11) to provide an assessment of the County. This is an internal look at the County's operations and the community itself used to identify what the County does well and where it needs to improve. It focuses on the current situation and provides an examination of the external environment in which the County operates. The SWOT analysis entails the identification of a community's Strengths, Weaknesses, Opportunities and Threats so that the Planning Team can readily identify what the County's assets and challenges and environment of operation is. Broadly speaking, Potter County believes that some of its greatest Strengths lie with the people who live and work in the community. The identified Weaknesses of the community range from geographic isolation and lack of population to economic disparity and limitations. Opportunities lie in the improvement of County facilities and infrastructure and the overall growth in both population and partnerships throughout the County. The greatest Threats to the County lie also in the current and potential growth throughout the County, but also in potential state and federal mandates and revenue caps.

The Planning Team also took the opportunity to develop a Vision Statement for the County. The Vision Statement is the County's overarching statement for what they want to become, states County objectives and helps to provide a guide for internal decision-making. After spending some time discussing what the County can be, what tools it has to use and who its clients are, the County created the following Vision Statement:

To provide services efficiently in a highly responsive manner to the diverse citizens of the County and to maintain a safe and strong community through fiscally responsible leadership.

This is a concise summary developed by the leadership of Potter County that expresses what the County wants to become and sets a defined direction for the County's growth.

Potter County leadership acting proactively for the betterment of the County, through the Strategic Planning process, worked hard to bring the right people together to put a plan in place to assist the County in pursuing success as well as achieve present and future stability. In coming together, elected officials, department heads and other stakeholders were able to establish common goals and work towards making Potter County the best possible place for its many residents. One of the many takeaways from the Planning process was the paramount importance of consistent and open communication throughout the County. It is highly recommended that the County maintain the Planning Committee and continue quarterly meetings to discuss issues, stay up-to-date with other departments and continue to work towards the common County goals that all participants expressed throughout the planning process. Disseminating information, knowing where other departments are actively working and what challenges they are facing and providing a forum will allow the County to continue to define and shape strategies, objectives and goals as laid out in this Strategic Plan.

This Strategic Plan and included strategies are intended to be simple recommended options that the County may pursue in the future to address the top needs of the County. These recommendations are simply options that current and future elected officials of the County may choose to pursue related to specific issues in the future. The inclusion of a strategy in the Plan does not imply that the County shall or must pursue it. This would not be feasible because both the volume and cost of cumulative Strategies may not be reasonable within fiscal and time constraints for the County. However, as the County identifies new needs or successfully implements strategies from this document it is advised that the Strategic Plan be updated and improved. This Strategic Plan is intended to be a vibrant living document used on a regular basis as a guide to address the varied needs identified within and in overcoming the many challenges facing the County. The Potter County Strategic Plan is clear indication of the commitment and political will to provide county citizens the best possible community to live in and continue the great traditions of Texas Panhandle Pride.



Strategic Plan Committee Members

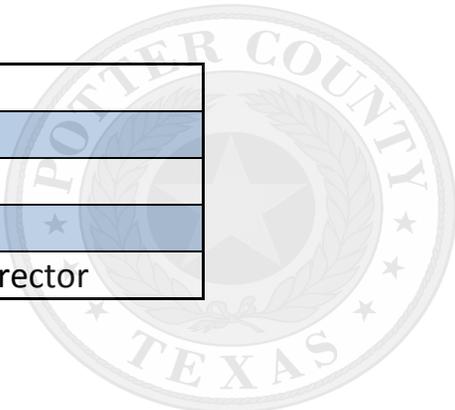
Judge Tanner
Commissioner Kelly
Commissioner Murguia
Commissioner Church
Commissioner Vaughn
District Courts - Judge Board
Court of Appeals – Judge Quinn
District Attorney – Randall Sims
County Attorney – Scott Brumley
Sheriff – Brian Thomas
County Clerk – Julie Smith
Auditor – Kerry Hood
Fire and Rescue – Chief Lake
Road and Bridge – Sebastin Ysaguirre
Facilities – Mike Head
Information Technology – Brandon Purrington

Strategic Plan Working Group Committee Members

Commissioner Murguia
Commissioner Vaughn
Kerry Hood – County Auditor
Scott Brumley - County Attorney
Mike Head Utilities Director
Julie Smith – County Clerk
Randall Sims – District Attorney

Working Group Guests

Chief Deputy David Johnson
Captain John Coffee
Fire Chief Richard Lake
Assistant Chief Pat Fitzpatrick
Sebastin Ysaguirre - Road and Bridge Director



County Judge Nancy Tanner – Nancy has served as the Potter County Judge Since 2015, and is Potter County’s first female judge. Her career includes working at the City of Amarillo Tax Office and for the County Attorney. In 1993 she was hired as County Judge Ware’s assistant. After 20 years, she decided to run in the 2014 election. Her top priorities included launching a mental health court, providing the Sheriff’s Department with a new building and improving communication among County employees.

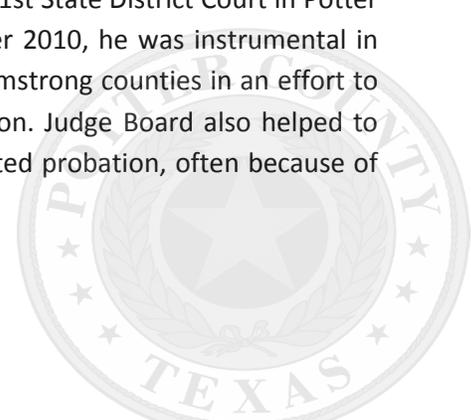
Commissioner H.R. Kelly – H.R. has served as the Potter County Commissioner for Precinct One since 2009. Prior to serving on the Potter County Commissioner’s Court, H.R. was an Amarillo City Police Officer for 41 years achieving the rank of sergeant. He was born and raised in Boston, Massachusetts as one of twelve kids. H.R. has dedicated his life to public service.

Commissioner Mercy Murguia – Mercy has served as the Potter County Commissioner for Precinct Two since 2013. Her background includes 20 years of experience in the healthcare and business sectors. Some of her top priorities include striving for financial transparency, fiscal responsibility and community engagement. She also serves as Chairwoman for the \$100 million dollar East Gateway Tax Increment Reinvestment Zone. Mercy also initiated the City/County Neighborhood Plan, which addresses issues in disadvantaged areas throughout the City of Amarillo.

Commissioner Leon Church – Leon has served as the Potter County Commissioner for Precinct Three since 2013. He represents Northwest Amarillo, Bushland, River Road, Pleasant Valley, Highland Park and all the other rural areas of the County. Leon is a retired County Extension Agent who served in three different states throughout his 36 year long career. As a commissioner his focus is to provide the basic needs for the community as it continues to grow while emphasizing fiscal responsibility.

Commissioner Alphonso S. Vaughn – Alphonso has served as the Potter County Commissioner Precinct Four since 2007. He has also been an employee of the Pantex Plant of Amarillo for thirty-two years. He is also a proud veteran of the US Navy. He works closely with the County employees and fellow commissioners on a variety of projects. He currently oversees the Fire Department and the Election Board for the County. Alphonso is also a highly involved civil rights and community leader, serving in many various capacities from the NAACP to the Amarillo Hospital Board and more. He has also worked tirelessly for ex-offenders, and the indigent population of Amarillo.

District Courts Judge John B. Board – John has served as judge of the 181st State District Court in Potter and Randall counties since 2000, after working as a litigator. In October 2010, he was instrumental in creating a regional drug court program covering Potter, Randall, and Armstrong counties in an effort to reduce the number of drug and alcohol offenders who violate probation. Judge Board also helped to create the Accountability Court in 2007 to address offenders who violated probation, often because of drug or alcohol problems.



Seventh Court of Appeals Judge Brian Quinn – Brian has served as a justice on the 7th Court of Appeals since 1995 and is an adjunct professor at Texas Tech School of Law. He is a member of the Northeast Panhandle Bar Association, the Panhandle Family Law Association, the Amarillo Area Bar Association, the Lubbock Bar Association and the Fifth Circuit Bar Association. In addition to being a member of the State Bar of Texas, he also is a member of the appellate and judicial sections of the State Bar and currently serves on the board of the judicial section. He served on the Texas Supreme Court Advisory Committee responsible for drafting revisions to the Code of Judicial Conduct and serves on the State Bar Rules Committee.

District Attorney Randall Sims – Randall has served as the Potter County District attorney since 2005, and has been with Potter County 26 years. He also is a devoted servant to the community and has been involved with over 25 groups including Family Support Services, The Bridge Children’s Advocacy Center, Amarillo Council on Alcohol/Drug Abuse, Boy Scouts and Girl Scouts and the UIL. The 47th Judicial District Attorney’s Office is responsible for representing the State of Texas as well as victims of crimes in the prosecution of felony offenses committed in Potter and Armstrong Counties. Collaboratively, his team sees cases from their initial phases to completion, and also assists victims and their families through the complex issues they face.

County Attorney Scott Brumley – Scott has served as the Potter County Attorney since 2005. His office’s role is to prosecute adults charged with misdemeanors and prosecuting juvenile’s charges with both misdemeanors and felony offenses. Scott and his team also represent the Texas Department of Family and Protective Services (also known as Child Protective Services), in which they work to protect the rights of abused and neglected children. They also work with victims of family violence who are in need of protection by the Texas Family Code. He also works closely with and advises the County’s elected officials as well as employees.

Sheriff Brian Thomas – Brian has been serving Potter County as their Sheriff since 2009. The Sheriff’s department strives for the preservation of peace and the equal enforcement of law to their citizens above all else. Their goals are to partner with the community to improve the quality of life by promoting safety and security. The department partners with the public for community policing and other problem solving programs.

County Clerk Julie Smith – Julie has served as County Clerk since 2007 and holds an active membership in the County and District Clerks’ Association and the Urban Recorders Alliance. She serves as Clerk for the County Court, County Court at Law No. 1 and 2, as well as the Commissioners’ Court. She and her staff play a vital role in the County including the issuance of marriage licenses, recording marks and brands and maintaining important public records pertaining to the courts and to real and personal property.



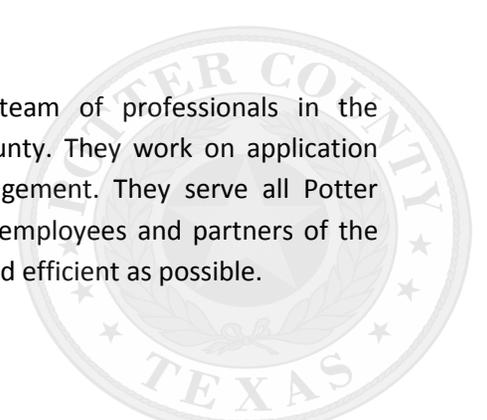
County Auditor Kerry Hood – Kerry in her capacity as the County Auditor is responsible for maintaining the integrity of the financial administration of the entire County. Records are meticulously kept and are checked that spending occurred legally and according to the County budget. This office is not subject to the control of the Commissioner’s Court and all disbursement of funds must also come through the auditors hands. This ensures a system of “checks and balances” within the County.

Fire Chief Richard Lake – Richard joined Potter County Fire Department in 1986 while working as a corrections officer for the County. In 1988 Richard was hired at Amarillo Police Department as a police officer. He then continued on volunteering as a firefighter and was promoted to the rank of District Fire Chief in 1993. In 2001 Mr. Lake earned his firefighter certification, which suited him to be appointed as interim Fire Chief for the entire department the following year. Mr. Lake retired from the Amarillo Police Department in 2002 and subsequently was awarded the Fire Chief position of Potter County Fire Department. Chief Lake was able to unify the department into what we now know as Potter County Fire-Rescue with 6 districts in 2003. Chief Lake certified as a qualified fire investigator creating an opportunity for Potter County to make Chief Lake the County Fire Marshall. Chief Lake now manages a team of paid employees and seventy-five volunteers that are involved in highly skilled training along with the safe operation and maintenance of 30 fire apparatuses to protect the welfare and safety of the citizens of Potter County.

Road and Bridge Department Sebastin Ysaguirre – After serving four years in the United States Marine Corp, Sebastin joined the Potter County Road and Bridge department. He began his career as a road hand and worked his way out of the trenches to foreman, operations manager and currently serves in the top position as Administrator. Sebastin oversees 20+ employees in three different crews: mechanics, patching and road. Some of the responsibilities for Sebastin include extensive knowledge of drainage and flood plans, overseeing the growing developments within Potter County and keeping close contact with general contractors, making sure they are building roads according to county specifications. Other duties for Mr. Ysaguirre and his employees are maintenance on the 472 (and growing) lane miles of county-maintained roads, chip sealing, asphalt repair, mowing and trash removal on county right-of-ways, tree trimming and voting box distribution.

Facilities Maintenance Mike Head – Mike oversees four separate divisions within the County: Management, Technicians, Grounds and Janitorial. His department ensures the safety and well-being of all Potter County building occupants and their guests. This includes upkeep, housekeeping and maintenance of all properties owned by the County. Their goal is to provide and serve the public with pride and purpose in their day to day work and presentation of facilities.

Information Technology Brandon Purrington – Brandon and his team of professionals in the Informational Technology department provide key services to the County. They work on application development, network support and infrastructure, and vendor management. They serve all Potter County employees and departments. They strive for predictability for employees and partners of the County, in by doing so also making their work with technology as easy and efficient as possible.



Working Group Meetings

Working Group Meeting #1	Working Group Meeting #2	Working Group Meeting #3	Working Group Meeting #4	Working Group Meeting #5	Working Group Meeting #6
6/14/2017	7/12/2017	8/30/2017	10/4/2017	11/16/2017	12/5/2017

Topics Covered	Topics Covered	Topics Covered	Topics Covered	Topics Covered	Topics Covered
Orientation	Law Enforcement	Legal and Judicial	Fire Protection	Road and Bridge	Fiscal and Budgeting
Facilities	General Staffing				Communications
General Staffing					

| Members Present |
|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Commissioner Murguia | Commissioner Vaughn | Commissioner Murguia | Commissioner Murguia | Commissioner Murguia | Commissioner Vaughn |
| Commissioner Vaughn | County Clerk Smith | Commissioner Vaughn | Commissioner Vaughn | Commissioner Vaughn | District Attorney Sims |
| County Auditor Hood | District Attorney Sims | District Attorney Sims | District Attorney Sims | District Attorney Sims | County Clerk Smith |
| County Attorney Brumley | Facilities Director Mike Head | County Attorney Brumley | County Attorney Brumley | County Clerk Smith | County Auditor Hood |
| Facilities Director Mike Head | | County Clerk Smith | County Auditor Hood | County Auditor Hood | Facilities Director Mike Head |
| County Clerk Smith | | County Auditor Hood | Facilities Director Mike Head | Facilities Director Mike Head | |
| | | Facilities Director Mike Head | | | |

Guest Present	Guest Present	Guest Present	Guest Present	Guest Present	Guest Present
None	Chief Deputy Johnson	None	Fire Chief Lake	Sebastin Ysaguirre	None
	Captain Coffee		Assistant Chief Fitzpatrick		

Absent	Absent	Absent	Absent	Absent	Absent
District Attorney Sims	Commissioner Murguia	None	County Clerk Smith	County Attorney Brumley	Commissioner Murguia
	County Auditor Hood				County Attorney Brumley
	County Attorney Brumley				



Strategic Planning Sessions

Strategic Plan Meeting #1
March 7, 2018

Strategic Plan Meeting #2
April 5, 2018

Members Present

Members Present

Judge Tanner	Commissioner Murguia
Commissioner Kelly	Commissioner Vaughn
Commissioner Church	District Attorney Sims
Sheriff Thomas	County Attorney Brumley
County Clerk Smith	County Auditor Hood
Fire & Rescue Chief Lake	Road & Bridge Sebastin Ysaguirre
Facilities Mike Head	Information Technology Brandon Purrington
Justice Campbell for Justice Quinn	

Judge Tanner	Commissioner Murguia
Commissioner Kelly	Commissioner Vaughn
Commissioner Church	District Attorney Sims
Sheriff Thomas	County Clerk Smith
Fire & Rescue Chief Lake	County Auditor Hood
Facilities Mike Head	Road & Bridge Sebastin Ysaguirre
Vivian Long for Justice Quinn	Information Technology Brandon Purrington

Guest Present

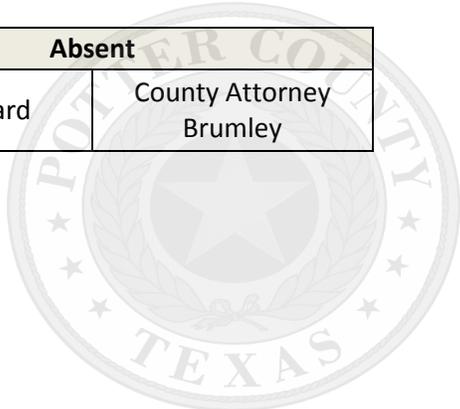
Guest Present

Fire & Rescue Paul Hamilton	County Treasurer Leann Jennings
Court of Appeals Vivian Long	

Purchasing Vickie Shelton	Human Resources Kay Holland
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Absent	
Justice Board	

Absent	
Justice Board	County Attorney Brumley



SWOT Analysis

A (Strengths, Weaknesses, Opportunities, and Threats) SWOT analysis is an important element of any strategic plan. The themes identified within the SWOT provide direction for many of the initiatives and strategies to be pursued later in the plan. Furthermore, understanding the strategic environment and complexity that Potter County currently operates is the foundation of the strategic plan. The SWOT analysis is a good tool utilized to assess the current environment, future issues and potential resources.

Strengths

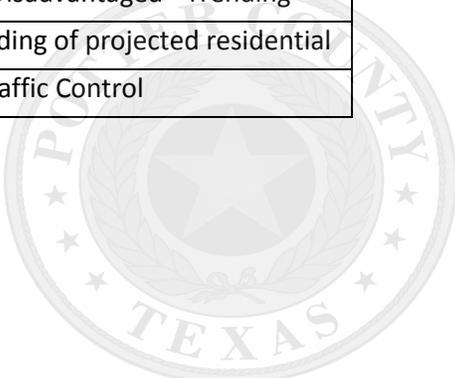
+	Working Together
+	New Facilities
+	Employees
+	Strong Department Heads
+	Grants
+	Decent Fund Balance
+	Strong Bond Rating
+	Good Volunteers (People)
+	Good Community
+	Growth in the County
+	Longevity of Employees (Career)
+	Very Responsive to the Public

+	Responsive Commissioners
+	Respect for Concerns of Citizens
+	Moving in Right Direction with IT
+	Passion to Help Community
+	Good Schools and Higher Education in Region
+	Respect for the community in State
+	Elected Officials in Austin
+	Fiscally Responsible
+	County Elected Officials operate with Civility
+	Partnership with other Political Subdivisions
+	Anti-Tax Sentiment

Weaknesses

+	Limited Resources
+	Geographic Isolation
+	Lack of Population
+	Climate Challenges
+	Income Disparity (Differing Needs)
+	Comparisons to Randall
+	Mentally Ill Populations
+	Historical low fire rating

+	Lack of facilities to meet needs
+	Transportation Infrastructure (Emergency)
+	Time for First Responders to Travel
+	Geographic Hazards
+	Crime Rate
+	Economically Disadvantaged - Trending
+	Lack of understanding of projected residential
+	Traffic Control



Opportunities

+ Facility Improvement
+ Increased Planning (Forward Thinking)
+ Communication
+ Partnerships In County
+ Partnerships with other Political Subdivisions
+ Improving ISO rating (increased business)
+ Projected Commercial Growth

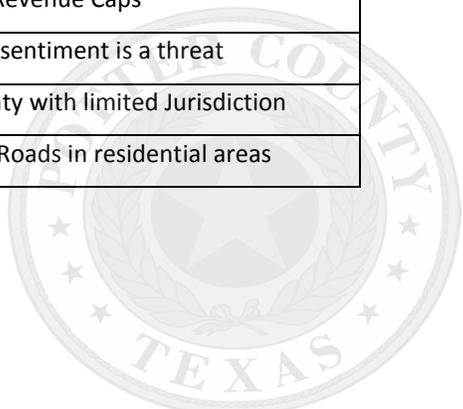
+ Standardization of Tracking
+ Use Rural Growth for Road Improvement
+ Attract New Business
+ People and community are resource
+ Quality of Life
+ Growth in Tascosa Road Area
+ Municipal Annexation



Threats

+ Going Backwards to lack of Communication
+ Rural Community Growth
+ Growth Increases Demand on County
+ Population Center of Bushland
+ Water Situation in Region
+ Population Growth increases Crime
+ County Structure must keep up with
+ Growth not contributing to revenue
+ Lack of communication from private sector

+ Increasing Population Growth
+ State Resources to faster growth
+ Unfunded Mandates
+ Increased Responsibility
+ Revenue Caps
+ Anti-tax sentiment is a threat
+ Agility of County with limited Jurisdiction
+ Maintaining Roads in residential areas



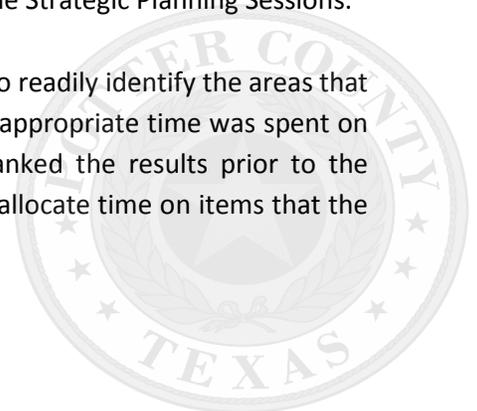
Areas of Focus

Considerable amount of pre-planning time was give towards the creation of the Areas of Focus. PRPC staff met with County leadership to begin a dialogue to identify the broad areas of focus that the County dealt with on a day-to-day basis and ultimately that the strategic planning process would work to address. Early discussions lead to the development of the eight primary areas of focus which include: Facilities, Law Enforcement, Fire Protection, Road/Transportation, Legal/Judicial, General Staffing, Communications, and Financial/Budgeting. Through these conversations and within the working group sessions these broad areas were refined into more specific subjects and topics. Fifty-three separate topics were identified.



The Potter County Strategic Plan Working Group was tasked with holding extensive discussions on each of the fifty plus topics to establish a universal definition of what each topic meant, the history surrounding each topic and any challenges that may exist related to the topic. This background work allowed the full Strategic Plan Committee to be able to quickly understand the history and challenges of each topic as they addressed the Areas of Focus and planned for County success. Prior to the full Strategic Planning Sessions each member of the Strategic Plan Committee was provided the Preparation Document (See Appendix A) to familiarize them to the Areas of Focus. Additionally, each of the participants was asked to prioritize and rank the Areas of Focus prior to the Strategic Planning Sessions.

This prioritization allowed the full Strategic Planning Committee to readily identify the areas that were considered as the most important to the group and to ensure that appropriate time was spent on the most topics deemed most important. PRPC staff tabulated and ranked the results prior to the Strategic Planning Sessions and allowing the sessions to be optimized to allocate time on items that the team identifies as the most important.



Areas of Focus

This table demonstrates all of the specific topics in ranked order as prioritized by the Strategic Planning Committee. This prioritization was done by ranking those topics that the committee felt was the most important challenges facing the County. The color scheme is meant to help the reader readily identify which of the eight overall Areas of Focus the topic fell within (see next page for table organized by Areas of Focus). This table and the following table are depictions of the same information relayed in different manners to allow the reader to assess the information through multiple lenses.

Facilities: District Courts Bulding	1	General Staffing: Compensation Survey	28
Facilities: Building Security	2	Fiscal/Budgeting: Tax Rates	29
Legal/Judicial: Security/Equipment	3	Fire Protection: Risk Management	30
Legal/Judicial: District Courts Building	4	Fiscal/Budgeting: Tax Abatements	31
Road & Bridge: Equipment/Maintenance	5	General Staffing: Quality Assurance	32
Fire Protection: Fire Stations	6	Law Enforcement: Correctional Vehicles	33
Law Enforcement: Staffing on Patrol	7	Fiscal/Budgeting: Public Communication	33
Road & Bridge: Road Infrastructure	8	Fiscal/Budgeting: Grants	35
General Staffing: Salary Range Standardization	9	General Staffing: Succession Planning	36
Fire Protection: Equipment	10	Communications: Partner Political Subdivisions	37
Fire Protection: Vehicles	11	Road & Bridge: TxDOT Relationship	38
Facilities: Fire Stations	12	Law Enforcement: Radio Conversion	39
Communications: General Public/Perception	13	Legal/Judicial: Public Defenders Office	40
Law Enforcement: Staffing	14	Facilities: Santa Fe Building	41
Fiscal/Budgeting: Technology	15	Legal/Judicial: Staffing	42
Fire Protection: Staffing	16	Road & Bridge: New Roads	42
Fiscal/Budgeting: Ongoing Contracts	17	Facilities: Courthouse	44
Law Enforcement: Technology	18	Facilities: Fairgrounds/Baseball Stadium	45
Communications: Internal/Interdepartmental	18	Fiscal/Budgeting: Zero Based Budgeting	46
Law Enforcement: Equipment	20	Fire Protection: County Assistance Program	46
Fire Protection: Fire Improvement Program	20	Facilities: Law Enforcement Center	48
General Staffing: Certification & Training	22	Facilities: Bowie Annex	49
Communications: Community	23	Facilities: Downtown Revitalization	50
Legal/Judicial: Pre-Trial Services	24	Fiscal/Budgeting: Debt (law enforcement & radio)	51
Law Enforcement: Corrections	25	Legal/Judicial: Law Library	52
Road & Bridge: Staffing	26	Law Enforcement: Miscellaneous	53
Road & Bridge: Road Improvements (TTC Ch. 253)	26		

Areas of Focus

This table demonstrates all of the specific topics ranked within each of the broader Areas of Focus. This presentation is how the working group moved through the different topics and issues and the original format used to rank and prioritization each issue. The color scheme is meant to help the ready readily identify which of the eight overall Areas of Focus the topic fell as they work through the Strategic Planning Process.

Facilities	District Courts Building	1	Fiscal/Budgeting	Tax Abatements	31	
	Building Security	2		Tax Rates	29	
	Bowie Annex	49		Grants	35	
	Courthouse	44		Zero Based Budgeting	46	
	Downtown Revitalization	50		Debt (law enforcement & radio)	51	
	Santa Fe Building	41		Public Communication	33	
	Law Enforcement Center	48		Ongoing Contracts	17	
	Fire Stations	12		Technology	15	
	Fairgrounds/Baseball Stadium	45				
General Staffing	Compensation Survey	28	Fire Protection	Fire Improvement Program	20	
	Certification & Training	22		Vehicles	11	
	Salary Range Standardization	9		Staffing	16	
	Quality Assurance	32		Equipment	10	
	Succession Planning	36		County Assistance Program	46	
Law Enforcement	Staffing	14		Risk Management	30	
	Staffing on Patrol	7		Fire Stations	6	
	Equipment	20	Road & Bridge	Road Infrastructure	8	
	Technology	18		Equipment/Maintenance	5	
	Radio Conversion	39		Staffing	26	
	Miscellaneous	53		Road Improvements (TTC Ch. 253)	26	
	Corrections	25		TxDOT Relationship	38	
	Correctional Vehicles	33		New Roads	42	
Legal/Judicial	District Courts Building	4		Communications	Internal/Interdepartmental	18
	Security/Equipment	3			General Public/Perception	13
	Staffing	42	Partner Political Subdivisions		37	
	Public Defenders Office	40	Community		23	
	Law Library	52				
	Pre-Trial Services	24				

Potter County Strategic Plan
2018

	Respondent - 1	Respondent - 2	Respondent - 3	Respondent - 4	Respondent - 5	Respondent - 6	Respondent - 7	Respondent - 8	Respondent - 9	Respondent - 10	Respondent - 11	AVG.	Rank	
Facilities	District Courts Building	1	1	1	1	1	1	1	1	1	1	1.60	1	
	Building Security	1	2	1	3	1	2	2	1	2	3	1.78	2	
	Bonnie Annex	10	4	2	-	7	9	5	-	-	-	6.57	49	
	Courthouse	4	5	8	-	2	7	4	-	-	-	5.71	44	
	Downtown Revitalization	10	-	10	-	9	4	4	2	-	5	6.86	50	
	Senat Fe Building	3	-	9	5	4	8	3	-	3	4	5.22	41	
	Law Enforcement Center	8	-	9	-	1	10	1	-	-	-	6.20	48	
	Fine Stations	1	3	1	4	2	2	5	1	3	4	2.82	12	
	Fairgrounds/Baseball Stadium	10	-	5	2	8	9	5	-	5	2	6.11	45	
	Compensation Survey	6	1	7	2	4	8	5	2	-	4	4.10	28	
	Certification & Training	10	2	1	3	1	8	2	3	1	5	3.73	22	
General Staffing	Salary Range Standardization	5	4	1	1	2	8	1	2	1	1	2.64	9	
	Quality Assurance	4	3	4	-	3	5	4	-	3	4	4.22	32	
	Succession Planning	9	5	2	-	5	9	5	-	2	3	4.56	36	
	Staffing	1	1	9	1	7	1	3	-	1	2	2.89	14	
	Staffing on Patrol	1	2	3	-	6	3	1	3	1	-	2.50	7	
	Equipment	1	4	7	-	2	4	4	2	-	5	3.67	20	
	Technology	3	5	2	-	2	2	4	-	4	3	3.67	20	
	Radio Conversion	10	-	3	-	5	5	10	-	3	3	5.00	39	
	Miscellaneous	10	-	10	-	8	10	-	-	-	-	9.50	53	
	Corrections	1	3	8	-	5	5	6	3	2	1	3.90	25	
	Correctional Vehicles	2	-	6	2	4	7	5	5	-	2	4.33	33	
Law Enforcement	District Courts Building	1	1	2	1	1	1	2	1	5	4	1.91	4	
	Security/Equipment	2	2	2	-	1	2	1	1	3	3	1.89	3	
	Staffing	3	3	9	-	6	6	6	-	-	4	5.38	42	
	Public Defenders Office	10	5	10	-	4	5	4	-	1	1	5.11	40	
	Law Library	10	-	10	-	5	10	5	-	10	5	8.33	52	
	Pre-Trial Services	5	4	8	-	3	6	4	2	2	2	3.80	24	
	Tax Abatements	3	2	-	-	8	-	5	-	-	4	4.20	31	
	Tax Rates	2	-	7	-	4	5	9	1	2	2	4.13	29	
	Grants	8	3	5	-	5	4	2	-	5	3	4.50	35	
	Zero Based Budgeting	6	-	9	-	7	10	9	-	1	1	6.14	46	
	Debt (law enforcement & radi)	10	-	10	-	6	6	10	3	-	-	7.50	51	
Fiscal/Budgeting	Public Communication	2	4	4	-	9	9	2	-	4	-	4.33	33	
	Ongoing Contracts	7	-	2	-	2	4	1	2	3	2	3.50	17	
	Technology	3	1	5	-	1	2	4	3	-	5	3.25	15	
	Fire Improvement Program	1	-	2	-	6	7	-	1	-	3	3.67	20	
	Vehicles	1	1	6	-	2	3	4	-	3	4	2.78	11	
	Staffing	1	2	5	-	7	4	4	3	4	4	3.40	16	
	Equipment	1	3	4	-	1	2	2	-	5	-	2.75	10	
	County Assistance Program	9	5	8	-	6	5	8	2	2	2	6.14	46	
	Risk Management	-	-	6	-	3	3	4	-	2	-	4.17	30	
	Fine Stations	1	4	3	1	4	1	6	2	1	1	2.40	6	
	Road Infrastructure	1	5	-	2	2	2	6	1	1	2	2.60	8	
Fire Protection	Equipment/Maintenance	1	1	4	1	1	2	2	2	1	5	2.18	5	
	Staffing	3	2	7	-	6	3	5	-	3	-	4.00	26	
	Road Improvements (TTC Ch. 2)	2	3	8	-	3	6	3	-	4	2	4.00	26	
	TxDOT Relationship	8	4	6	-	4	8	4	-	5	1	4.88	38	
	New Roads	9	4	3	3	5	7	8	-	3	3	5.38	42	
	Internal/interdepartmental	1	3	5	-	3	10	2	2	2	4	3.56	18	
	General Public/Perception	1	1	3	-	2	10	3	-	1	2	2.88	13	
	Partner Political Subdivisions	8	-	4	-	4	7	3	-	4	3	4.75	37	
	Community	3	2	6	-	1	7	8	-	3	3	3.78	23	
	Road & Bridge													
Legal/Judicial														
Law Enforcement														
General Staffing														
Facilities														

Strategy Worksheets

The Strategic Planning process is designed to enable the County to set a clear path towards community success and growth over the next several years. The following Strategy Worksheets are the result of the Strategic Planning Committee coming together and exploring solutions and strategies to the Areas of Focus and challenges facing the County. Each worksheet identifies the community needs, establishes a community goal and objective, develops various strategies to address the need and identifies funding sources and responsibilities for each of the strategies.

The Strategic Planning Committee met over the course of two days and explored potential solutions for nineteen of the top ranked identified needs. Each of the following Strategy Worksheets consist of a several potential strategies each with its own cost. These worksheets are designed to allow for many options for handling County needs. It is worth reiterating that including a particular strategy in the plan is not a commitment of the Commission to carry-out any particular strategy or commit any funds but as an opportunity to utilize strategies as a way to resolve and address current and future needs. Current and future commissioners can utilize this document to review a series of strategies and tools that may be implemented as funding and necessity dictate.

This Strategic Plan and following Strategy Worksheets are designed as a resource to be consulted and utilized on a regular basis as a guide to address the varied needs identified within and in overcoming the many challenges facing the County. Additionally, as new challenges are identified or old needs met, it is necessary to continue to evolve the worksheets and documents contain herein to continue to provide guidance and solutions to the challenges faced by Potter County.



Strategy Worksheets Overview

Legal & Judicial

District Courts Building (pg. 20-21):

Objective 1: To develop an approved plan on the facility that identifies costs and possible strategies within 2-3 years.

Objective 2: To communicate with the public regarding the poor conditions of the building within 2 years.

Objective 3: To establish a safe and secure District Courts Building within 5 years.

Facilities

County Building Security (pg. 22-24):

Objective 1: To establish a formalized emergency response plan inclusive of employee training for all facilities within 2 years

Objective 2: To include a Continuing Operations Plan in the Emergency Management Plan for the County within 5 years

Objective 3: To establish a regular training schedule for emergency response for employees within 2 years

Fire and Rescue

Fire Stations (pg. 28-29):

Objective 1: To establish a functional Central Fire Station in the County within 10 years.

Objective 2: To increase coverage and response times for growth in high response and high volume call areas within 5 years.

Objective 3: Move fire station one into a new facility that meets the needs of Bushland.

Equipment (pg. 34-37):

Objective 1: To increase the County's ability to properly replace and maintain the fire equipment needs.

Objective 2: To increase the number of interlocal cooperative agreements to assist in the replacement of equipment as well as to increase communication with other first responders in the region.

Objective 3: To meet the needs of the rapidly growing residential population in the Bushland Community.

Staffing (pg. 47-48):

Objective 1: To increase fire staff to relief the high burdens on current staff.

Objective 2: To increase the annual retention rate of volunteer fire fighters.

Road & Bridge

Equipment & Maintenance (pg. 25-27):

Objective 1: To continue positive progress in updating and maintaining equipment.

Objective 2: To put into place equipment that meets the day to day needs of the County as well as being safe for staff to continue.

Objective 3: To meet the needs of the Bushland area in meeting the new population and development growth.

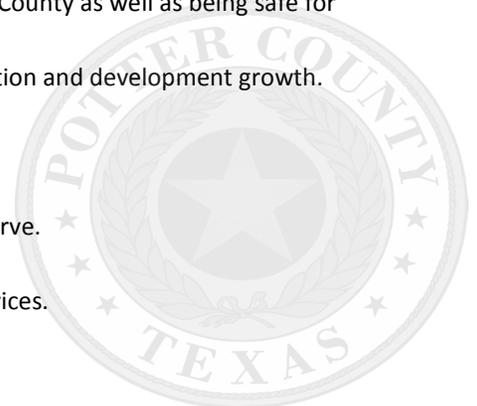
Law Enforcement

Staffing on Patrol (pg. 30-31):

Objective 1: Meet the law enforcement needs of the communities the County Serve.

Objective 2: Increase the number of staff members on patrol at a given time.

Objective 3: Meet all legislative requirements while continuing or improving services.



Staffing (pg. 41-43):

Objective 1: To increase the opportunities for diversion assistance and decrease the unnecessary usage and burden on correctional facilities.

Objective 2: To increase personnel to assist in the administration of mental health and medical services at correctional facilities.

Objective 3: To increase community partners to provide outreach and education to at risk population.

Equipment (pg. 53-54):

Objective 1: To increase the County's ability to properly replace and maintain the law enforcement equipment needs.

Objective 2: To meet the needs of the rapidly growing residential population in the Bushland Community.

General Staffing

Salary Range Standardization (pg. 32-33):

Objective 1: From a budget perspective, to bring salaries of similar type into corresponding ranges to allow budget to reflect similar salaries and duties from department to department.

Objective 2: To bring pay scale for County employees in line with comparable positions in the community.

Objective 3: To ensure that overtime and comp-time funding is available for the entire year for appropriate departments.

Objective 4: To make funding employee raises a higher priority in the budgetary process.

Communications

General Public Perception (pg. 38-40):

Objective 1: To reduce the number of complaints about a lack of knowledge about County business.

Objective 2: Increase reports of local leaders expressing pleasure with County communication.

Objective 3: To see an increase in public participation at County events.

Internal/Interdepartmental (pg. 51-52):

Objective 1: To establish and incorporate effective communication procedures to better utilize in-house expertise and to ensure that County leaders and employees are working towards common goals.

Fiscal/Budgeting

Technology (pg. 44-46):

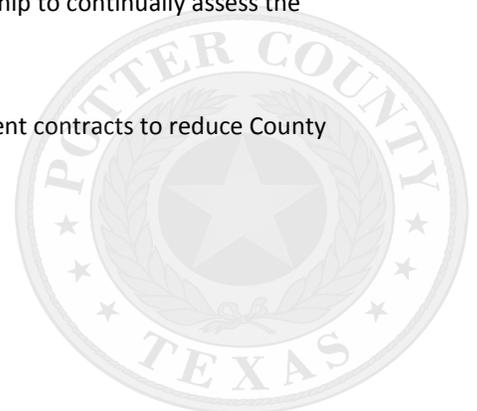
Objective 1: To establish a viable plan to combine the many different security systems within the County and address the storage capacity issues associated.

Objective 2: To establish a viable plan to address the IT needs of multiple departments with a universal system.

Objective 3: To establish a communication plan that will allow for County leadership to continually assess the evolving needs of Information Technology Department.

Ongoing Contracts (pg. 49-50):

Objective 1: To establish formalized procedures to process, maintain and document contracts to reduce County liability and increase operational effectiveness.



Issue Topic: District Courts Building **Area:** Facilities and Legal/Judicial

Need: To address the existing situation of the District Courts Building that consists of lack of room for growth, high maintenance and repair costs and security concerns.

Need Evidence: 2015 Assessment has repair costs around \$14,000,000 and \$68,000,000 projected replacement cost.

Need Evidence: 2010 Assessment listed building as one of two that most needed attention.

Need Evidence: Facility built in 1985 and preventative maintenance and repair costs are beginning to become excessive. Building has very limited ADA accessibility.

Need Evidence: Employees and clients need appropriate location to do business within 2 year horizon likely. Concerns exist with structural deterioration and security.

Need Evidence: Circumstances surrounding construction were less than ideal.

Need Evidence: The County has been discussing this project for 10 years.

Goal: To establish a District Courts Building that can accommodate current need and growth while meeting safety and accessibility standards.

Objective 1: To develop an approved plan on the facility that identifies costs and possible strategies within 2-3 years.

Objective 2: To communicate with the public regarding the poor conditions of the building within 2 years.

Objective 3: To establish a safe and secure District Courts Building within 5 years.

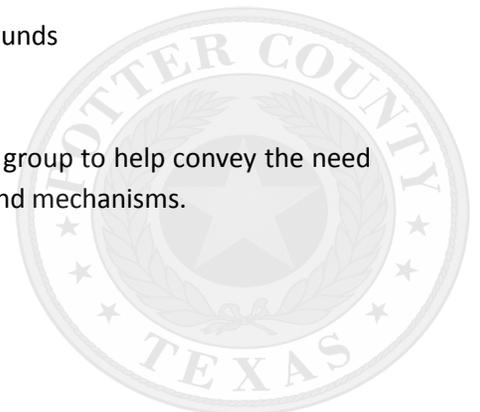
Strategy A: Developing a plan that identifies the costs, needs, and possible construction process with a listing of realistic funding strategies researched and included.

Funding: Building Fund Balance, General Revenue, Bond Funds

Responsibility: County Judge

Strategy B: Utilize concerned citizens and employees in the building as a group to help convey the need for a new Facility. Utilize Public Education regarding the need, process, and mechanisms.

Funding: Minimal Cost



Responsibility: Commissioners Court

Strategy C: Go through a contractual process to procure the construction of a new facility. Utilize opportunity of debt retirement to help fund a facility.

Funding: Bond Election, General Revenue, Certificate of Obligation, Grants, FEMA Hazard Mitigation, Value of Potter County Land, Public Private Partnership with low level space

Responsibility: Commissioners Court and Auditor

Strategy D: Consider an appropriate funding mechanism to fund the construction of a new facility. Communicate with the public about the reasons and process.

Funding: Minimal Cost

Responsibility: Commissioners Court

Strategy E: Public Meetings and ongoing discussions garnering input and communicating about the need for the project. Utilize social media and hard media to campaign and build support.

Funding: PAC funding

Responsibility: Potter County Citizens Committee

Strategy F: Commissioners Court to determine what professional services contractor to utilize to develop a plan of action. Develop and issue a strong RFQ if necessary.

Funding: General Revenue

Responsibility: Commissioners Court and Purchasing/Auditor

Strategy G: Purchase land or utilize existing land to locate the facility.

Funding: General Revenue

Responsibility: Commissioners Court



Issue Topic: County Building Security **Area: Facilities**
(**Combined: Issue Topic:** Security Equipment **Area:** Legal and Judicial)

Need: To address growing security concerns for all County facilities and reduce potential threats to employees and citizens.

Need Evidence: Many County facilities currently have more than one single point of entry.

Need Evidence: Currently no Continuing Operations Plan (COP) is in place and emergency drills are not frequent.

Need Evidence: National epidemic of school, community, and workplace violence in effect.

Need Evidence: Only minimum employee training on emergency response in place currently

Need Evidence: Threats from members of the public submitted to elected officials via email received.

Need Evidence: Approximately twenty staff members housed in one location for five Courts

Need Evidence: Increasingly, Texas legislative actions place more responsibility on the Courts

Need Evidence: Currently, District Judges and County Court of Law do not have compatible radios and radio compatibility between departments is suspect

Need Evidence: Currently, minimal ties with other jurisdictions on security communication

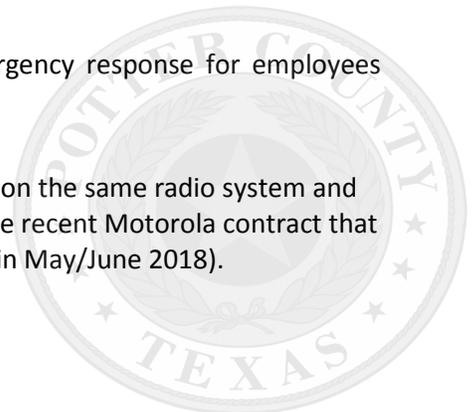
Goal: To increase the security of all County Facilities for all employees and clients of the County utilizing County buildings.

Objective 1: To establish a formalized emergency response plan inclusive of employee training for all facilities within 2 years

Objective 2: To include a Continuing Operations Plan in the Emergency Management Plan for the County within 5 years

Objective 3: To establish a regular training schedule for emergency response for employees within 2 years

***Objective 4:** To get every law enforcement officer in the County on the same radio system and able to communicate. *This Objective will be achieved through the recent Motorola contract that will alleviate compatibility issues with City of Amarillo, (on board in May/June 2018).



Strategy A: To begin a systematic program focused on emergency management response of employees at County Facilities inclusive of emergency response drills (Fire, Tornado, and Active Shooter).

Funding: Minimal

Responsibility: Sheriff and Fire Chief

Strategy B: Utilize County Law Enforcement Personnel at facilities as safety response inclusive of certified peace officers in judicial settings in a formalized manner.

Funding: Minimal

Responsibility: Sheriff

Strategy C: Install a more modern and adequate security entrance and monitoring (screening) station in all County Facilities providing an appropriate process for screening entrants.

Funding: Courthouse Security Fund, General Revenue, Courthouse Fees, Create or utilize alternative funding category

Responsibility: Commissioners Court

Strategy D: Establish a process by which County employees and ex-employees have a screening process to access public facilities more quickly than citizens while still being screened (Two entrances would increase security costs significantly).

Funding: General Fund

Responsibility: Sheriff

Strategy E: Limit and inventory the accessibility of employees to restricted areas through the issuance process associated with keys inclusive of collected keys of terminated employees. Comprehensive assessment of who has what building keys and why.

Funding: Minimal Cost

Responsibility: Every Elected Official and Commissioners Court

Strategy F: Utilize Panic buttons in County facilities to create quick response within facilities to generate a coordinated response approach. Organized response plan. Educate Elected Officials and Staff on how to use.

Funding: Each Department responsible for their buttons

Responsibility: Sheriff



Strategy G: Utilize Cameras in a systematic approach to monitor each County Building. The camera system would be a coordinated effort as opposed to each building having a different type and setup. Coordinate and centralize the Potter County camera system.

Funding: Budget Process, General Fund, Courthouse, Technology, Grant
Responsibility: Information Technology Director

Strategy H: Establish a formalized access plan for the County Tax Office for employees and citizens.

Funding: Minimal Cost
Responsibility: Tax Office and Sheriff

Strategy I: Develop a Continuity of Operations Plan for the County.

Funding: Grant Dollars and Emergency Management Fund
Responsibility: Sheriff and Fire Chief

Strategy J: Provide Citizen Response to Active Shooter (CRAS) class options to employees.

Funding: Minimal
Responsibility: Department Head Request/Sheriff

Strategy K: Participate in the City of Amarillo exercises related to emergency management responses.

Funding: Minimal
Responsibility: Sheriff and Fire Chief

Strategy L: Develop a Continuity of Operations Plan for the County.

Funding: Minimal
Responsibility: Sheriff, Commissioner's Court, Judge



Issue Topic: Equipment and Maintenance Area: Road and Bridge
(Combined: Issue Topic: Road Infrastructure Area: Road and Bridge)

Need: To improve aging road and bridge equipment and to maintain adequate service for a rapidly growing population base.

Need Evidence: The County Currently expends over \$100,000 in equipment maintenance.

Need Evidence: County currently only has three motor-graders (oldest is 30+ years old) with a replacement cost of \$350,000.

Need Evidence: County currently only has three loaders (oldest is 15 years old) with a replacement cost of \$200,000.

Need Evidence: Perception of rapidly falling behind Randall County on equipment inventory for road maintenance.

Need Evidence: Road grater is the primary snow removal tool of the County and all County Roads get cleared in the event of a storm.

Need Evidence: Road equipment is used for cutting fire lines.

Need Evidence: Public regularly requests Commissioners to help improve roads or build new roads inclusive of Bushland.

Need Evidence: County has 224 miles of roads to maintain and only twenty department employees.

Need Evidence: County has current capacity to do 23 miles of seal coat annually.

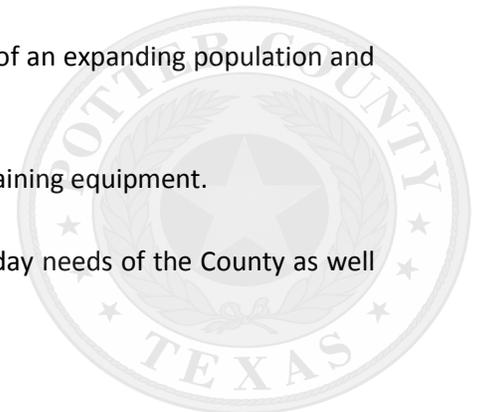
Need Evidence: Development and increased traffic in Bushland leads to ongoing road maintenance issues.

Need Evidence: Heavy truck traffic in specific areas requires better roads to accommodate economic activity.

Goal: To modernize our road and bridge equipment to meet the needs of an expanding population and commercial base in the County.

Objective 1: To continue positive progress in updating and maintaining equipment.

Objective 2: To put into place equipment that meets the day to day needs of the County as well as being safe for staff to continue.



Objective 3: To meet the needs of the Bushland area in meeting the new population and development growth.

Strategy A: Establish a formal replacement and maintenance schedule for equipment to continue keeping the appropriate pieces of equipment in place for the County.

Funding: Minimal for Plan Development

Responsibility: Road and Bridge Director

Strategy B: Establish a formal replacement and maintenance schedule for the roads in the County.

Funding: Minimal for Plan Development

Responsibility: Road and Bridge Director

Strategy C: Continue keeping important pieces of equipment in indoor facilities to reduce likelihood of unnecessary aging.

Funding: Minimal

Responsibility: Road and Bridge Director

Strategy D: Purchase and implement a pro-patch system to address potholes throughout the County quickly and efficiently.

Funding: General

Responsibility: Commissioners

Strategy E: Explore possibility of utilizing funding from emergency services to help pay a portion of some road equipment since it is used in snow removal and firefighting and fire prevention.

Funding: Potentially new sales tax levy, Road and Bridge

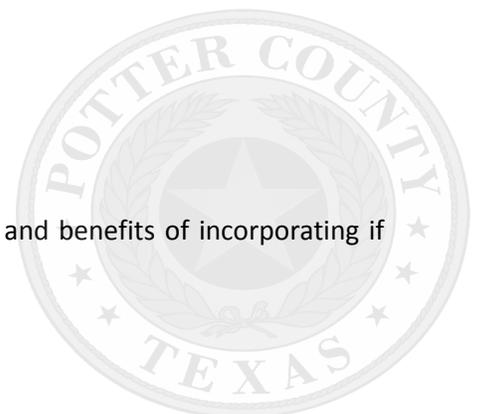
Responsibility: Fire Chief and Road and Bridge Director

Strategy F: Consider the development of a Public Improvement District to help generate funding to meet the needs of the Road and Bridge department.

Funding: Potentially new sales tax levy, Road and Bridge

Responsibility: Commissioners Court

Strategy G: Provide guidance and assistance to the residents in ways and benefits of incorporating if locals display interest in this area.



Funding: Minimal w/ PRPC Assistance

Responsibility: County Judge and Commissioner of Precinct III

Strategy H: Consider requiring developers to take ownership of new roads and subdivision Rules revisions.

Funding: Unknown

Responsibility: County Attorney and Commissioners Court



Issue Topic: Fire Stations

Area: Fire Protection and Facilities

Need: To update fire station facilities, equipment and personnel to adequately meet the needs of the County and the increasing residential population.

Need Evidence: Currently only six stations in southern quarter of the County: includes two remodeled stations and one new station in previous 3 years.

Need Evidence: Since inception in 1973, fire facility buildings were largely built through volunteer work and overall service has been pieced together as resources are available. The County lacks a formal plan to updated and expand fire facilities.

Need Evidence: No formal plan in place to accommodate growth in personnel, apparatus, and coverage and the County currently lacks a modern Central Station (Paid Staff has 20 miles to City).

Need Evidence: Currently no paid staff identified for station maintenance and has not been budgeted since the 1990's. Additionally, there are no residential quarters in stations.

Goal: To build on existing resources and continue to maintain high quality stations, equipment and services throughout the County.

Objective 1: To establish a functional Central Fire Station in the County within 10 years.

Objective 2: To increase coverage and response times for growth in high response and high volume call areas within 5 years.

Objective 3: Move fire station one into a new facility that meets the needs of Bushland.

Strategy A: Build a new Central Fire Station (Potential location: Loop 335 and Western) to reduce response times for paid staff members.

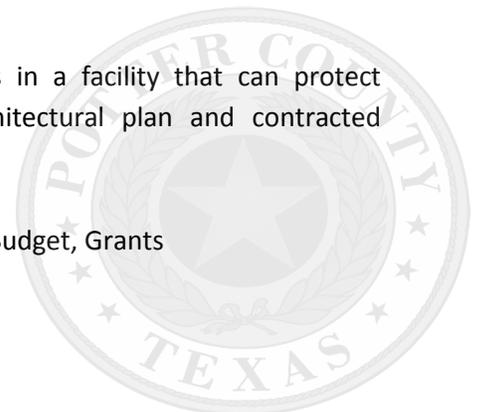
Funding: Fire Budget and Grants (Possibly)

Responsibility: Commissioners Court

Strategy B: Move Fire Station #1 into area with complex problems in a facility that can protect equipment and meet firefighter needs. Done with a formal architectural plan and contracted construction.

Funding: Utilize Low interest loan options, Fire Fighting Budget, Grants

Responsibility: Commissioners Court



Strategy C: Conduct Community capital campaign in Bushland to help generate funds to establish a new Fire Station #1.

Funding: Self Explanatory

Responsibility: Commissioners Appointed Citizens Committee (PAC)

Strategy D: Explore possibilities of acquiring properties for the location of appropriate fire stations (#1 and Central Station).

Funding: Donations, Fire Fighting Budget, Grants

Responsibility: Commissioners Court – County Attorney

Strategy E: Continue utilizing, updating and renovation process to improve existing fire stations.

Funding: Fire Budget and Donations

Responsibility: Fire Chief

Strategy F: Long-term consider updating Station #4 (Rolling Hills) into a Central Station.

Funding: Fire Budget

Responsibility: Commissioners Court Decision

Strategy G: Consider hiring more paid Fire and Rescue Staff to man stations during work hours.

Funding: Fire Budget

Responsibility: Commissioners Court



Issue Topic: Staffing on Patrol

Area: Law Enforcement

Need: To increase law enforcement services to meet the changing needs of the county and legislative requirements.

Need Evidence: Exponential population growth in Bushland.

Need Evidence: No staffing increases in 8 years due to budget constraints.

Need Evidence: Currently minimal Special Crimes unit in place as the County sees increased responsibilities in homicides with the same staff size.

Need Evidence: County jails currently have as stringent staff regulations as state penitentiaries with fewer resources.

Need Evidence: Five staff members (units) on patrol for the whole County at a given time.

Goal: To accommodate and meet the needs of emergency and law enforcement services in high growth areas of the County while maintaining high quality services throughout the County.

Objective 1: Meet the law enforcement needs of the communities the County Serve.

Objective 2: Increase the number of staff members on patrol at a given time.

Objective 3: Meet all legislative requirements while continuing or improving services.

Strategy A: Hire more Deputies with vehicles and equipment necessary to put them on the street.

Funding: Sheriff

Responsibility: Commission

Strategy B: Explore options to contract with other Political Subdivisions to mutually benefit in service areas with close proximity.

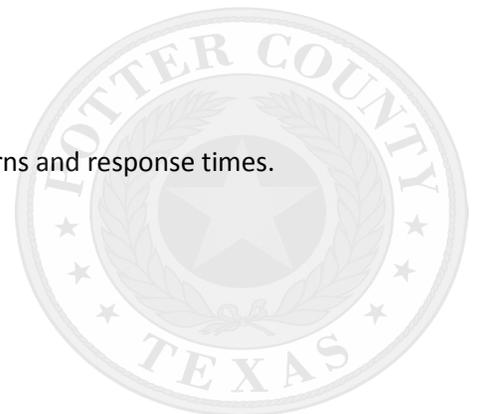
Funding: Could be minimal

Responsibility: Sheriff

Strategy C: WTAMU Study with Randall County to identify staffing patterns and response times.

Funding: Underway

Responsibility: Sheriff



Strategy D: Increase detective and administrative capacity to accommodate increase in cases that come from increased patrol.

Funding: Sheriff and General Budget

Responsibility: Commissioners

Strategy F: Hire a detective to handle cold cases and other unique and ongoing circumstances.

Funding: Sheriff and General Budget

Responsibility: Commissioners

Strategy G: Consider inclusion of WTAMU report as appendix to the Strategic Plan as a starting point to better analyze crime and growth patterns.

Funding: Minimal

Responsibility: Planning Team

Strategy H: Communicate with legislators regarding the new requirements placed on County Jails and patrol as they relate to increased responsibility on officers thus reducing available time on the street. Utilize information compilation from TAC to assist in the legislative communications.

Funding: Minimal

Responsibility: County Commission



Issue Topic: Salary Range Standardization **Area:** General Staffing

Need: To ensure competitive and commensurate salaries across county departments.

Need Evidence: The County has conducted a study on this topic twice in the past with no plan put in place.

Need Evidence: Currently no structure for longevity or tenure pay.

Need Evidence: Big disparity may exist between jobs of similar function and title across departments within the County.

Need Evidence: To date committees have been put in place to assess salaries, but no continuity of a working group has occurred.

Need Evidence: The nature of a County is that each department operates independently under fiscal guidance of the Commission. Due to this fact it is hard to create uniformity because of the vastly different responsibilities.

Goal: To enable County Departments to retain quality employees through a continual assessment of salaries across county departments and similar positions within the community.

Objective 1: From a budget perspective, to bring salaries of similar type into corresponding ranges to allow budget to reflect similar salaries and duties from department to department.

Objective 2: To bring pay scale for County employees in line with comparable positions in the community.

Objective 3: To ensure that overtime and comp-time funding is available for the entire year for appropriate departments.

Objective 4: To make funding employee raises a higher priority in the budgetary process.

Strategy A: Develop comprehensive personnel Classification Pay Plan with a table documenting Group and Step progression.

Funding: Minimal

Responsibility: Commissioner's Court, Appointed Committee



Strategy B: Utilize software to analyze existing pay scale to identify outliers and similar positions.

Funding: General Fund

Responsibility: Commissioner's Court, County Auditor

Strategy C: Explore City information regarding their salary survey to learn lessons both positive and negative as they conducted a similar process.

Funding: Minimal

Responsibility: Commissioner's Court, County Auditor, Appointed Committee

Strategy D: Focus on internal comparability compared to comparability to other communities.

Funding: Minimal

Responsibility: Commissioner's Court, County Auditor, Appointed Committee

Strategy E: Develop a plan to establish tenure (longevity) and continuing education credit bonuses and a compensation package option related to unutilized sick leave and annual leave.

Funding: Minimal

Responsibility: Commissioner's Court, Appointed Committee

Strategy F: Standardize leave request and compensation in a formal Personnel Policy that affects all departments the same.

Funding: Minimal

Responsibility: Commissioner's Court, County Auditor, Appointed Committee

Strategy G: Explore the option of contracting a firm to conduct a salary comparison based on the specific functions of comparable positions.

Funding: General Fund

Responsibility: Commissioner's Court

Strategy H: Establish Budgetary Goals Before the budget development.

Funding: Minimal

Responsibility: Department Heads, Commissioner's Court



Issue Topic: Equipment

Area: Fire and Rescue

(Combined: Issue Topic: Vehicles Area: Fire and Rescue)

Need: To overcome the heavy statutory safety requirements associated with providing fire protection while meeting the needs of a rapidly growing residential base.

Need Evidence: Personal protection equipment must be replaced every 10 years and includes suppression equipment, hoses, and firefighting appliances.

Need Evidence: Hazmat equipment must be replaced annually.

Need Evidence: EMS equipment is costly and no training budget exists to send firefighters for mandatory EMS trainings – state mandates and time availability don't align.

Need Evidence: Potter County has extensive need for wildland fighting equipment and other fire suppression equipment is a major equipment expense.

Need Evidence: No grant funding available to bring volunteers beyond a basic EMT.

Need Evidence: Equipment ranges from fire suppression equipment, hoses, breathing apparatus and personal protection equipment.

Need Evidence: Using old equipment from other agencies or department puts bad equipment into the department.

Need Evidence: 39% of vehicles are over 20 years old and an additional 26% are between 10 and 19 years old.

Need Evidence: Rescue trucks are on a 10 year rotation and rehab and command units are on a 5 year rotation.

Need Evidence: Replacement has traditionally been done on performance, maintenance, mileage, age, and use combination. – Obviously, some fire equipment must be scrapped in the event of loss during an event.

Need Evidence: There is no fleet manager and trucks are often out of service for repair and maintenance.

Need Evidence: The nature of the distance of equipment from budget discussions makes it easy to push maintenance and replacement down the line.



Goal: To establish a program that meets the diverse needs of firefighters, maintains the large volunteer base while meeting the statutory and safety requirements associated with running a fire department.

Objective 1: To increase the County's ability to properly replace and maintain the fire equipment needs.

Objective 2: To increase the number of interlocal cooperative agreements to assist in the replacement of equipment as well as to increase communication with other first responders in the region.

Objective 3: To meet the needs of the rapidly growing residential population in the Bushland Community.

Strategy A: Explore expansion for Fire budget within the County Budget.

Funding: General fund/County Assistance District Tax

Responsibility: Chief and Commission

Strategy B: Pursue additional grant funding for training and equipment needs.

Funding: Grant dollars

Responsibility: Chief

Strategy C: County Assistance District Tax (Sales Tax) to be considered for usage with fire departments. Develop a funding allocation timeline. (15 years)

Funding: This is funding stream

Responsibility: Commission

Strategy D: Continue using Forest service Dollars for training – Need to identify ways to cash flow the grant dollars as the program is a reimbursement program HB2604.

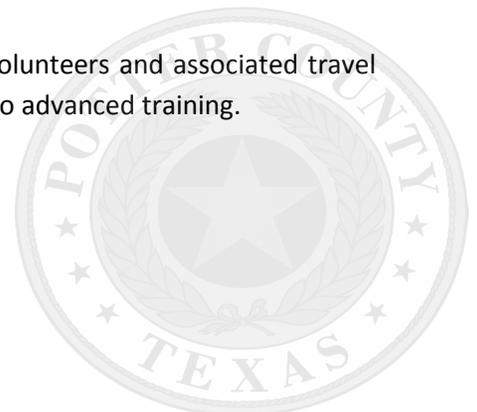
Funding: Forest Service

Responsibility: Chief

Strategy E: Identify ways to provide more training for paid staff and volunteers and associated travel requirements. Currently required CEs drain dollars for volunteer access to advanced training.

Funding: General Fund

Responsibility: Commission



Strategy F: Look at used fire apparatus for custom fire engines.

Funding: County assistance District

Responsibility: Fire Chief

Strategy G: Educate public in rural areas about the differences in city fire needs and rural fire needs. Add more 4X4 and pump and roll capacity.

Funding: Minimal

Responsibility: Fire Chief

Strategy H: Utilize lease purchase options on personal apparatus to spread costs out and have better access to recall solutions.

Funding: Existing Funding Streams

Responsibility: Commission

Strategy I: Enhance the replacement schedule process regarding equipment. Formalize a fleet inventory document that projects equipment needs out 5-10 years.

Funding: Minimal cost

Responsibility: Fire Chief

Strategy J: Formalize the fleet inventory process to include one of the Commissioners in the evaluation process in identifying why/which vehicles need replacement.

Funding: Minimal cost

Responsibility: Judge/Commissioner

Strategy K: Emergency Services District not a viable option for political and population reasons in Potter County.

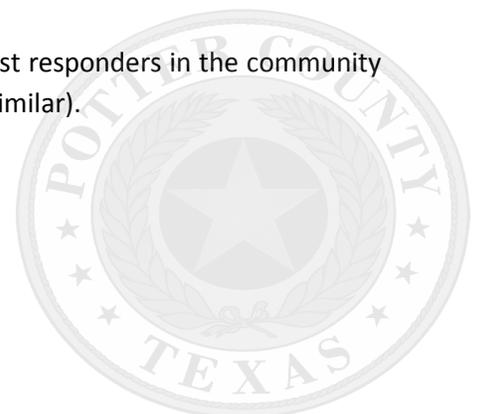
Funding: Not Viable

Responsibility: Not Viable

Strategy L: Utilize interlocal cooperation to communicate with other first responders in the community to ensure that location of County resources are known (fleet tracker or similar).

Funding: Minimal

Responsibility: Fire Chief



Strategy M: Utilize Interlocal cooperation (cooperative purchasing agreements) with others to reduce costs on equipment purchases.

Funding: Minimal

Responsibility: Fire Chief

Strategy N: Revisit fire equipment and vehicle needs on a regular basis to discuss realistic cost expectations and legislative/regulatory requirements.

Funding: Minimal

Responsibility: Fire Chief



Issue Topic: General Public Perception **Area:** Communications

Need: To identify better communicate with the public about County business to eliminate common misconception and miscommunication issues.

Need Evidence: Currently, there is no single point of contact to direct media inquiries.

Need Evidence: Current media environment can create situation where all public entities are perceived as negative.

Need Evidence: Some basic programs in place with partners such as the City of Amarillo, Citizens Academy, ACAL, and website that can be enhanced and expanded to increase ongoing communication with the community.

Need Evidence: Counties of similar size generally have a Public Information Officer.

Goal: To establish an ongoing communication with media outlets about County needs and activities.

Objective 1: To reduce the number of complaints about a lack of knowledge about County business.

Objective 2: Increase reports of local leaders expressing pleasure with County communication.

Objective 3: To see an increase in public participation at County events.

Strategy A: Develop a series of “Did you know” documents that communicate the real cost of County activities such as firetruck purchases, days in jail, cost for a walkie-talkie.

Funding: Minimal

Responsibility: Commission designated staff

Strategy B: Develop a transparency campaign that explains the costs to the general public – utilize a formal media release to get broad distribution.

Funding: Minimal

Responsibility: Commission designated staff

Strategy C: Post a monthly update on expenditures and activities on the website with accompanying social media notifications to increase awareness.



Funding: Minimal

Responsibility: Commission designated staff

Strategy D: Communicate with local media outlets to get information distributed on an ongoing basis.

Funding: Minimal

Responsibility: Commission designated staff

Strategy E: Development of a personnel training to be put in place before individuals are allowed to speak.

Funding: General and utilize TAC

Responsibility: Commission

Strategy F: Develop a county plan that identifies who is to speak with the media in specific event types – communicate plans to the media outlets.

Funding: Minimal

Responsibility: Commission

Strategy G: Establish a regular media spot for elected officials with a media outlet.

Funding: Minimal

Responsibility: Judge

Strategy H: Commissioner’s Court can designate a Public Information Officer that is available related to a specific topic.

Funding: General Budget

Responsibility: County Commission

Strategy I: Utilize a County Facebook page that would be used for informational only purposes administered by one individual.

Funding: Minimal

Responsibility: Commission designated staff



Strategy J: Include policy in employee handbook identifying who and when employees can speak with the media (policy needs to be communicated with staff) “Department head is responsible for media communication; no other staff is to speak with media unless authorized by the Department Head.”

Funding: Minimal
Responsibility: Commission



Issue Topic: Staffing

Area: Law Enforcement

Need: To provide law enforcement services to the citizens of Potter County, while maintaining and expanding County services on the streets and in the correctional facilities.

Need Evidence: County currently is short staffed with only 131 staff at corrections facilities.

Need Evidence: Sheriff's Office has four officers in the field per shift for eight hour shifts to cover 900 square miles – only 88 in the field including administration.

Need Evidence: Call volume continues to increase on an annual basis as Bushland Grows and traffic increases at Canadian River.

Need Evidence: Every Legislative Session County Law Enforcement receives additional responsibilities and training requirements.

Need Evidence: Mental health continues to become a larger portion of time and effort responsibilities for staff. New programs in Jail including GED and Anger Management are good programs but under staffed.

Need Evidence: Potter County has a higher rate of domestic violence incidents than comparable areas.

Need Evidence: Legislative mandates on training increase the time and fiscal commitments of the County to keep Staff certified – large portions of the training being done in house currently (40 hours of mental health training annually for all staff).

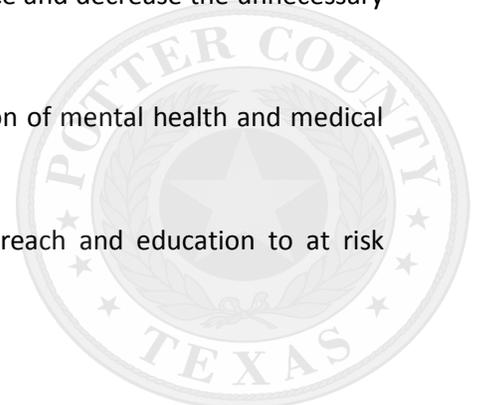
Need Evidence: Sandra Bland bill increases training requirements for all jailers and law enforcement officers.

Goal: To overcome the heavy statutory requirements associated with providing law enforcement services while meeting the needs of a rapidly growing residential base.

Objective 1: To increase the opportunities for diversion assistance and decrease the unnecessary usage and burden on correctional facilities.

Objective 2: To increase personnel to assist in the administration of mental health and medical services at correctional facilities.

Objective 3: To increase community partners to provide outreach and education to at risk population.



Strategy A: Continue to hire staffing to work on GED and Anger Management programs.

Funding: Sheriff's budget/AISD partnership/Grant Dollars/Commissary
Responsibility: Sheriff

Strategy B: Develop new programs to assist inmates with mental health issues inclusive of social work and mental health experts.

Funding: Sheriff's Budget/Commissary
Responsibility: Sheriff

Strategy C: Explore usage of mental health programs to divert individuals needing mental health assistance from the criminal justice system.

Funding: Community Partnership
Responsibility: Commissioners initiate discussion with partners

Strategy D: Explore partnerships with West Texas A&M University, Texas Tech University and Amarillo College to utilize programs to provide diversion assistance to at risk populations.

Funding: Community Partnership
Responsibility: Commissioners initiate discussion with partners

Strategy E: Hire appropriate individuals to provide medical services at corrections facilities to inmates.

Funding: General Budget/Sheriff's Department
Responsibility: Commission

Strategy F: Review model of how we address mental health and criminal justice issues in the Potter County Community.

Funding: General Budget
Responsibility: Commission

Strategy G: Hire additional social work and mental health providers.

Funding: General Budget
Responsibility: Commission



Strategy H: Partner with local educational institutions to begin building educational hours for individuals wanting to work on their education while in Jail.

Funding: Minimal, Sheriff's Budget, Community Partnership
Responsibility: Sheriff

Strategy I: Reach out into community to start building relationships with young people to help build them up before they get in trouble.

Funding: Community Partnership
Responsibility: Judge

Strategy J: Work with partners to ensure that appropriate staffing is in place to work on mental health issues.

Funding: Community Partnership
Responsibility: Commission initiated

Strategy K: Budget for additional training requirements established by Sandra Bland bill.

Funding: Sheriff's Budget
Responsibility: Sheriff

Strategy L: Establish alternate triage facility to address mentally ill individuals before placing them in jail.

Funding: General Fund, Community Partnership, Grants
Responsibility: Judge, Sheriff



Issue Topic: Technology

Area: Fiscal/Budgeting

(Combined: Issue Topic: Technology Area: Law Enforcement)

Need: To provide outstanding information technology services to all County Departments.

Need Evidence: Multiple separate systems are in place for different departments throughout the county making communication more difficult.

Need Evidence: Utilizing multiple independent technologies throughout the county for similar activities increases the cost of IT operations due to a lack of economies of scale.

Need Evidence: County operates two formal IT departments (County/CSCD).

Need Evidence: Rapid turnover in staffing and skillsets surrounding IT solutions.

Need Evidence: 10's of calls per day related to multiple systems that are not tied together.

Need Evidence: Different technology products are designed to address a specific need in departments.

Need Evidence: Increasingly, open records requests associated with videos and recordings take up valuable man power and time.

Need Evidence: Current societal expectations regarding bodycams create fiscal, time, and staffing demands relating to equipping staff.

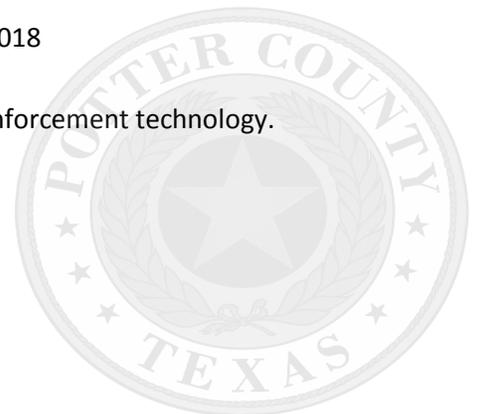
Need Evidence: Creating car and officer connectivity costs money and time.

Need Evidence: While technology cannot take the place of manpower there are rapidly increasing requirements and expectations for evolving technology for departments.

Need Evidence: Consideration needs to be given by the county to inter-jurisdictional compatibility for technology that is purchased.

Need Evidence: Will be required to do electronic filing as of July 2018

Need Evidence: Ever Expanding requirements and need for law enforcement technology.



Goal: To ensure seamless IT services by working to adequately combine systems, communicate County needs and accommodate the growth of increasing IT demands.

Objective 1: To establish a viable plan to combine the many different security systems within the County and address the storage capacity issues associated.

Objective 2: To establish a viable plan to address the IT needs of multiple departments with a universal system.

Objective 3: To establish a communication plan that will allow for County leadership to continually assess the evolving needs of Information Technology Department.

Strategy A: Currently tying together security cameras across different facilities and departments.

Funding: Ongoing, IT Budget, General Fund

Responsibility: IT Director

Strategy B: Explore a product like tech-share (participating county owned) or similar to establish more universal software that addresses the needs of multiple departments.

Funding: Minimal, General Fund

Responsibility: IT Director, Commissioner's Court

Strategy C: Infrastructure – Currently the County courthouse is all wireless. There is a real need to hardwire the Courthouse to reduce complaints and reliability issues.

Funding: General Budget

Responsibility: Commissioner's Court

Strategy D: Hold meaningful discussions with IT directors going forward regarding recommendations.

Funding: Utilize partnerships with entities like the City to help with Cost

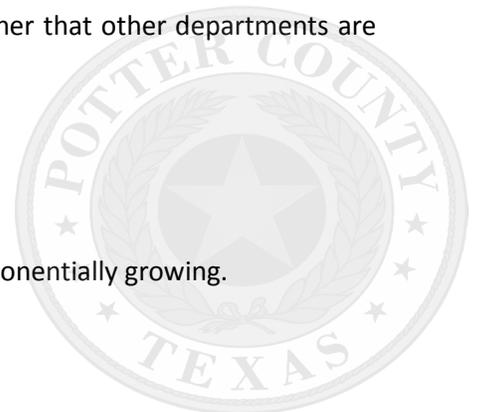
Responsibility: IT Director

Strategy E: Commission approach IT decision making in the same manner that other departments are addressed.

Funding: Partnerships

Responsibility: Commissioner's Court, IT Director

Strategy F: Understand that data storage is expensive, required, and exponentially growing.



Funding: IT Budget, General Fund

Responsibility: Commissioner's Court, IT Director

Strategy G: Establish regular meetings between IT and the Commissioners to begin developing an understanding that the needs and costs are continually evolving and growing. Support and operations costs continue to linger on after initial purchase.

Funding: Minimal, IT Budget

Responsibility: IT Director

Strategy H: Develop hard facilities that accommodate the growth of increasing IT needs, demands and capacity.

Funding: General Fund

Responsibility: Commissioner's Court

Strategy I: Budget to increase IT staffing to address growth of IT demands since it affects every other department in the County.

Funding: General Fund, IT Budget

Responsibility: Commissioner's Court

Strategy J: Develop IT resources and expertise that can provide services that other political subdivisions would be willing to pay for.

Funding: IT Budget, General Fund, (after established self-sustaining)

Responsibility: IT Director

Strategy K: Coordinate law enforcement and IT efforts to meet needs of expanding law enforcement data storage needs.

Funding: General Fund, IT Budget, Sheriff's Budget

Responsibility: IT Director, Sheriff, Commissioner's Court

Strategy L: Explore utilizing Efile Texas to electronically file warrants.

Funding: Minimal

Responsibility: Sheriff



Issue Topic: Staffing

Area: Fire Protection

Need: To continue to provide high quality fire protection service to the citizens of Potter County.

Need Evidence: The County currently has only four paid Fire Fighters.

Need Evidence: With seventy volunteers the County responds to over 1,500 calls annually.

Need Evidence: Utilizing the volunteers the County saves over \$1.3 million annually in salaries (no benefits).

Need Evidence: Increasingly, the County loses volunteers due to continuing education training and personal cash expenditures.

Need Evidence: Demographics of potential volunteers are currently changing, and as such the pool of potential volunteers is currently shrinking.

Need Evidence: Potter County only has a fraction of the paid staff that Randall County has. The comparisons provide challenges for the Potter County Department.

Goal: To grow the Fire Department through both paid and volunteer fire fighters by offering appropriate pay and benefits to ensure the fire protection needs of the County are met.

Objective 1: To increase fire staff to relief the high burdens on current staff.

Objective 2: To increase the annual retention rate of volunteer fire fighters.

Strategy A: Hire additional paid fire fighters (two initially, but up to ten at some point). Additional staff could reduce overtime/comp time/vacation issues and impending retirements.

Funding: General Budget, Fire Budget

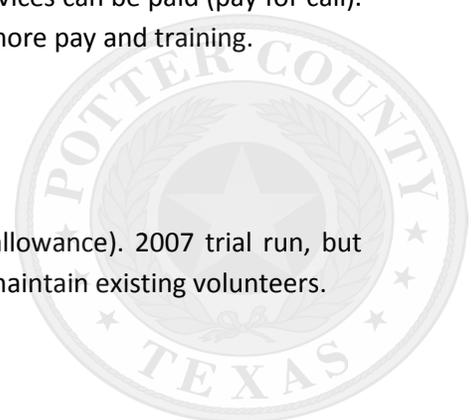
Responsibility: Commissioner's Court

Strategy B: Utilize volunteer firefighters in a model where portions of services can be paid (pay for call). Challenge with this is they have to be certified at a higher level requiring more pay and training.

Funding: Fire Budget

Responsibility: Fire Chief

Strategy C: Establish a bonus program to incentivize volunteers (fuel allowance). 2007 trial run, but budget reduced and needs to be reviewed and addressed. This can help maintain existing volunteers.



Funding: Fire Budget, General Fund
Responsibility: Commissioner's Court

Strategy D: Discuss legislative requirements for additional expenditures without funding with state legislature. Utilize efforts to align training with state efforts at the State Fire Marshall's office as a cost reduction before they sit for the Texas State Fire Commission test.

Funding: Fire Budget, Minimal
Responsibility: Fire Chief

Strategy E: Utilize community recognition activities as a volunteer appreciation and recruitment tool.

Funding: Minimal
Responsibility: Fire Chief

Strategy F: Use new County Assistance District Tax to help fund staffing and training.

Funding: County Assistance District Tax
Responsibility: Commissioner's Court

Strategy G: Provide Volunteer Firefighting as option to mandatory "military service" if such a thing were to come back into practice.

Funding: Federal Level
Responsibility: Federal Level

Strategy H: Continue the model with one Potter County Department centralizing services to avoid the drama of multiple departments.

Funding: Minimal
Responsibility: Commissioner's Court, Fire Chief

Strategy J: Staffing for Adequate Fire Response Grant – Explore opportunities to pursue this type of additional funding for a declining funding grant. Need positions provided, but don't want to hire and then fire. (FEMA grant)

Funding: Grant
Responsibility: Fire Chief



Issue Topic: Ongoing Contracts **Area:** Fiscal/Budgeting

Need: To ensure that new, active and ongoing contracts are available and properly handled.

Need Evidence: The County currently has no utilized central repository of contracts.

Need Evidence: No formalized process is in place to hold discussions regarding annualized costs for running a program.

Need Evidence: No formalized process is in place to review annual percentage increases in recurring/renewal contracts extending multiple years.

Need Evidence: The County does not have a centralized process to manage and review subcontracts under different departments.

Goal: To establish formalized procedures to process, maintain and document contracts to reduce County liability and increase operational effectiveness.

Strategy A: Establish a centralized process to submit all executed contracts to County Clerk.

Funding: Minimal

Responsibility: Commissioner's Court, County Clerk

Strategy B: Utilize existing software systems to include all contracts in a centralized location in digital form. Need more licenses on the system to do this.

Funding: General Fund, County Clerk Budget

Responsibility: County Clerk

Strategy C: Review all contracts executed in past 5 years and start the process of including them in Docuware and hard copy in Clerks office.

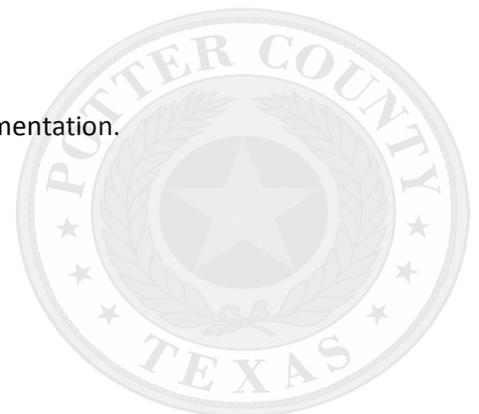
Funding: Minimal

Responsibility: County Clerk

Strategy D: Establish a single point of contact to oversee contract implementation.

Funding: Minimal

Responsibility: County Clerk



Strategy E: Centralize interlocals and mutual aid agreements in one location separately from other contracts with purchases.

Funding: Minimal

Responsibility: County Clerk, Department Heads

Strategy F: Establish a process to secure, save, and file any contracts that are not currently easily accessible.

Funding: Minimal

Responsibility: Commissioner's Court

Strategy G: Develop a committee of individuals holding contracts, MOUs, and interlocals to formalize a process to secure and file all contracts the county.

Funding: Minimal

Responsibility: Commissioner's Court, Department Heads, County Clerk



Issue Topic: Internal/Interdepartmental **Area:** Communications

Need: To Communicate within the County to be able to effectively carry out County business.

Need Evidence: Local Data Advisory Board (LDAB) has not met in 2 years.

Need Evidence: County Departments report many instances of failure to communicate between Departments.

Need Evidence: There is a lack of coordinated effort to understand how the action of one department may affect another department.

Need Evidence: Currently there is no formal process by which new employees and Commissioners receive training regarding the relationship between County Departments.

Need Evidence: Geographic Distance creates a barrier between departments.

Goal: To establish and incorporate effective communication procedures to better utilize in-house expertise and to ensure that County leaders and employees are working towards common goals.

Strategy A: Establish monthly to quarterly meetings of the Strategic Planning Team to have continuity of discussions.

Funding: Minimal

Responsibility: County Judge

Strategy B: Reboot Local Data Reporting Committee.

Funding: Minimal

Responsibility: Commissioner's Court

Strategy C: Formalize meetings between departments regarding standard operating procedures.

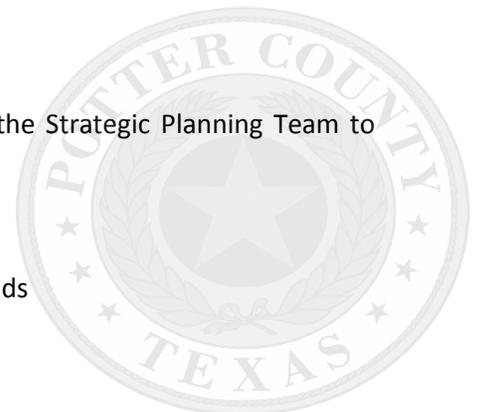
Funding: Minimal

Responsibility: County Judge, Department Heads

Strategy D: Block dates on a standard schedule to reserve times for the Strategic Planning Team to ensure participation.

Funding: Minimal

Responsibility: Strategic Planning Team, Department Heads



Strategy E: Establish a new employee training program (possibly monthly or quarterly) for all new employees to ensure they know the employee handbook and standard employee expectations.

Funding: Minimal

Responsibility: County Judge, Commissioner's Court

Strategy F: Utilize Human Resource to conduct a more formal training process to emphasize key items that are included in the handbook.

Funding: Minimal

Responsibility:

Strategy G: Utilize internal newsletters to communicate within the organization.

Funding: Minimal

Responsibility: County Judge, Department Heads

Strategy H: Grant hard copy and digital access to key employee documents.

Funding: Minimal

Responsibility: County Clerk

Strategy I: Hold a day long staff-wide meeting to ensure that all staff is receiving the same information on HR topics, county initiatives, motivational speakers, and other key initiatives.

Funding: Minimal

Responsibility: County Judge



Issue Topic: Equipment **Area:** Law Enforcement

Need: To providing law enforcement services throughout the County while meeting the needs of a rapidly growing residential base.

Need Evidence: The Sheriff's Office operates approximately fifty-five vehicles with nine active at a given time.

Need Evidence: Most department vehicles put on around 140K miles in 2 years for patrol.

Need Evidence: Budgeting of staff equipment such as guns, tasers, vests, and other assets is expensive.

Need Evidence: Wrecked vehicles create a large rotation challenge.

Goal: To establish find fiscally responsible ways of replacement law enforcement vehicles and equipment while maintaining outstanding service to the residents of the County.

Objective 1: To increase the County's ability to properly replace and maintain the law enforcement equipment needs.

Objective 2: To meet the needs of the rapidly growing residential population in the Bushland Community.

Strategy A: Utilize Lease options to reduce equipment costs – challenge is damage created by equipment installation.

Funding: Sheriff's Budget

Responsibility: Sheriff

Strategy B: Consider fleet managers to reduce ongoing maintenance of fleet vehicles.

Funding: Sheriff's Budget

Responsibility: Sheriff

Strategy C: Take advantage of cooperative purchasing agreements.

Funding: Sheriff's Budget

Responsibility: Sheriff



Strategy D: Use JAG funds as available to do unique projects not otherwise funded.

Funding: JAG Funds
Responsibility: Sheriff

Strategy E: Utilize technology to share the cost of accessing digital data by multiple departments as opposed to duplicating efforts for the same data (Tech Share or similar solutions).

Funding: General Fund
Responsibility: Sheriff, IT Department Head, Commissioner’s Court



Vision Statement

Potter County, recognizing the necessity and value of having a comprehensive vision statement, underwent the process of developing this important principal. The goal of the Potter County Strategic Planning Committee was to create a statement that would provide a road map for what they want to become, state County objectives and offer a guide for internal decision-making.

In order to begin to address these important principals and create this guiding statement the County considered the following questions:

1. What are the actions the County can and is willing to take:
 - (Provide, Develop, Appoint, Maintain)
2. For who:
 - (Citizens, Employees, Employers, The Community)
3. What are the end goals:
 - (Quality of life, Partnerships, Increased services, Fiscal Responsibility)
4. For what purpose:
 - (Long term viability, Community growth, increased public safety, Leadership)

After undergoing a significant brainstorming session and listing out many answers and responses to the above questions, the County came up with the following Vision Statement:

To provide services efficiently, in a highly responsive manner to the diverse citizens of the county, to maintain a safe and strong community through fiscally responsible leadership.



Conclusion

Potter County leaders, officials and staff members utilized this Strategic Planning process to come together and address the obstacles and challenges that the County was currently facing and set forth a plan to guide the County towards a better future. The Strategic Planning Committee demonstrated an exceptional ability to work together, to discuss the many different issues facing the County and to develop workable solutions. As such, it should not be considered a failure on behalf of the community if certain objectives are not met or certain strategies are not pursued. Many strategies defined in this document will not be implemented for a myriad of reasons. However, the ability to recognize and identify challenges within the County and to readily plan and work for solutions demonstrates a willingness to meet challenges head-on and the resolute desires of current leadership to make Potter County a great community.

Former United States Senator Phil Gramm once stated that “I love Texas because Texas is future-oriented, because Texans think anything is possible and Texans think big.” This outlook has been on display throughout the Strategic Planning sessions and is contained within this Strategic Planning document. County leadership and participants have shown this can-do attitude and unique Texas outlook in planning for the success of Potter County for today’s citizens and tomorrow’s future.



POTTER COUNTY
Strategic Plan
2018



Appendix A

Potter County
Strategic Plan – Preparation Document

FACILITATED BY:
PANHANDLE REGIONAL PLANNING COMMISSION



Potter County, Texas

Strategic Plan
Preparation Document

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Background

In April of 2017 Potter County contracted with the Panhandle Regional Planning Commission to facilitate a Strategic Planning Process. The benefits of this process include the neutral guidance of a third party to bring together representatives from the myriad of areas that the County oversees. The process is quite unique in a County setting because County government is not structured in a hierarchal nature like many organizations. Functionally, a County in the State of Texas actually has multiple departments overseen by separate elected officials responsible directly to their constituencies. In order to make the Strategic Planning Process meaningful and representative extensive focus and effort has been placed on developing the baseline and background information necessary for a truly collaborative process.

The first step of the Strategic Planning Process was to identify existing County planning documents that might be of use in establishing a base of information. The County's Road & Bridge Schedule, Equipment Listing & Inventory, Facility Maintenance Plan, Staff Survey Results, and Draft Debt Policy were analyzed and incorporated into the process. By utilizing these existing documents planning efforts could be more efficient and any unnecessary redundancy eliminated.

In order to establish a basic understanding of the broad and specific topics that Potter County is facing a Planning Workgroup was established. The individuals on that Workgroup were assigned by Potter County Judge, Nancy Tanner. The group was small enough to be manageable through meaningful discussions while representing a broad swath of County interests. At different junctures representative from specific fields in the County were added to the group to bring additional expertise to discussions. The membership of the Workgroup included:

- County Commissioner Mercy Murguia
- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Attorney Scott Brumley
- County Clerk Julie Smith
- County Auditor Kerry Hood
- County Facilities Director Mike Head

This Workgroup met six times over the course of several months in order to dedicate ample time to each area of focus overseen by Potter County. The eight following primary areas of focus were established and analyzed: Facilities, Law Enforcement, Fire Protection, Road/Transportation, Legal/Judicial, General Staffing, Communications, and Financial/Budgeting. Within each of these broad topics a series of more specific areas of focus were identified and the total number of specific subjects addressed by the Workgroup was 50. The Workgroup was tasked with holding extensive discussions on each of the 50 topics to establish a universal definition of what each topic meant, the history surrounding each topic and any challenges that may currently exist related to the topic. This document includes a summary of these discussions that will be utilized for the Strategic Planning Process going forward.

Next Steps

This document is the Strategic Planning Preparation Document that will receive two sets of review prior to issuance and the formal document leading into the Strategic Planning Sessions. First, this document will be issued to the membership of the Workgroup so that they have the opportunity to review the content for each topic of discussion and ensure that the information is recorded accurately and correctly. Based on that review, PRPC Staff will make requested revisions and establish a revised document.

As the initial review of the Preparation Document is underway, Potter County will undergo the process of assigning the full Strategic Planning Team. The assignment of the Planning Team will be the responsibility of Potter County because this is the group that will be making decisions on the Strategic direction of the County going forward. It is suggested that the Planning Team be comprised of 10-15 individuals representing diverse interests in the County. It will be beneficial for this team to maintain some continuity with the Workgroup while being representative of different departments and elected officials across the County. Other factors to consider when establishing the Strategic Planning Team are quorum issues and availability for Strategic Planning Sessions.

The Strategic Planning Team will meet under the facilitation of PRPC Staff for two sessions of 6-8 hours in late February. Each member of the Strategic Planning Team will receive a full copy of the updated Preparation Document two weeks ahead of the first planning session so that they have the opportunity to review the detail and content related to each of the 50 topics addressed by the Workgroup. In order to prioritize the 50 topics into a more focused and manageable agenda for the Planning Sessions each member will have the opportunity to prioritize each topic in a spreadsheet. PRPC Staff will then tabulate the spreadsheets with each Planning Team Member's responses being weighted equally. The ranking of the topics will guide the specific issues that the Planning Team will address.

It is anticipated that the Planning Team will have the opportunity to address 10-20 of the highest rated topics over the two day Strategic Planning Session. Some issues that fall outside of the areas to be addressed may be lumped in with other addressed areas to more adequately cover the most ground possible. At the Strategic Planning session the Team will conduct a SWOT (Strengths, Weaknesses, Opportunity, Threat) Analysis and then move directly into topic discussions. For each of the topics addressed by the Planning Team sheets will be developed that identify the topic, Need, Need Evidence, Goals, Objectives, and ultimately Strategies to potentially address those Needs with responsible parties and potential funding streams identified. It is important to note that this process will lead to a series of Strategies identified in the Plan that all have a price tag. Because of this, it is not to be assumed that all Strategies are to be pursued or even fiscally possible.

The Strategic Plan and associated Strategies are intended to be simple recommended options that the County may pursue in the future to address the top Needs of the County. These recommendations are simply options that the elected officials of the County may choose to pursue related to specific issues in

the future. The inclusion of a Strategy in the Plan does not imply that the County shall or must pursue it. This would not be feasible because both the volume and cost of cumulative Strategies may not be reasonable within fiscal and time constraints for the County.

Product

After the conclusion of the Strategic Planning Sessions, PRPC Staff will develop a Draft Strategic Planning Document that entails an Introduction, Process Summary, SWOT Analysis and Analysis Pages for each of the topics addressed in the Planning Sessions. This Preparation Document will be included as an Appendix because the content related to each topic remains relevant even if the topic does not make it into the Planning Sessions. The Draft Plan will be issued to each Strategic Planning Team member for review to ensure that the content of the document accurately reflects the intent of the discussions. Based on the suggested revisions a revised Strategic Plan will be developed and presented to the County for review and consideration. It is anticipated that this finalized Strategic Plan will be the document that the County considers for final approval.

TOPIC AREA: Facilities



Working Group Meeting No. 1

6/14/17

Members Present:

- County Commissioner Mercy Murguia
- County Commissioner Alfonso Vaughn
- County Attorney Scott Brumley
- County Clerk Julie Smith
- County Auditor Kerry Hood
- County Facilities Director Mike Head

Facilities – District Courts Building

Background:

- Structure built in 1985
- Nightmare building from a safety and maintenance perspective
- Preventive maintenance keeps cost down
- Assessment in 2010 puts the building on the top 2 of county facilities needing attention
- Assessment cost at \$14,000,000 to repair and doesn't address ADA & space allocation issues
- Need place to move people during work
- Has an immediate need and should be planning at this time.
- Pros and cons to new facility vs. repair
- Should be moving in next 2 years
- Renderings exist - no schematics

Challenges:

- \$14 million price tag for repair (2015 number)
- Relocation is an option
- Lots of discussions between updating the facility vs. building new facility
- Commitment to move forward with a plan
- Identifying the optimum location for a new district courts building (probably should be close to other County buildings)
- Discussions are partially tied to County's desire to get parking in City's garage

Facilities – Building Security

Background:

- Downtown buildings need a single entry with a checkpoint which would create safer environment.
- Currently situation does not allow much space for people to come into buildings through checkpoint
- Fire exits currently being used as egress reduces security
- Cameras in county facilities
- Hayes County Courthouse is a good model as it has many options
- Employee training in what to do in an emergency is lacking
- Continuing operations plan (COP) necessary
- No exercising or drills are conducted

Challenges:

- Building Security is very costly
- The use of historic buildings prevent certain actions and abilities for security
- Not enough personnel necessary to designate with the responsibility of building security
- No COP plan

Facilities – Bowie Annex

Background:

- The Bowie Annex consists of 13-14 buildings
 - One is usable for the County
 - All of the other buildings have been mothballed
- The facilities occupy about two city blocks
- Maintenance cost for mothballed facilities
- Sheriff Office/TxDOT uses for maintenance and others are looking to vacate
- Could be secure space for evidence
- Purchasing Department was using as a staging area

Challenges:

- Environmental Cleanup may need to be done
- Studies have been done
 - Potential Asbestos and lead issues
 - Potential Brownfield Site
- Prime Real-Estate for the County

Facilities – Courthouse

Background:

- Structure built in 1932
- A historic restoration was done in 2012
- Currently there are no major needs on the building
- Fairly low cost to operate

Challenges:

- The building is a Historic Landmark
- Wireless communications is a challenge
 - Would require lots of money to hardwire internet and would give up outlets for the space
 - Texas Historic Commission not interested in tearing up the building to hardwire
 - Access point upgrade not done during construction
- No growth capacity in the building
- Issues with ADA compliance on accessing on North side

Facilities – Downtown Revitalization

Background:

- Downtown Potter County is part of TIRZ #1 & LGC
 - Tax abatement to future
 - Questions as to how much is taxable?
- Both the District Courts Building and Sherriff's Administrative offices are in downtown
- Parking lots owned by the County vs. City Parking lots

Challenges:

- Parking Garage vs. surface parking
- How much is taxable
- Residents being forced to pay for parking garage when County lots are not fully utilized
- Outcome of Multi-Purpose Event Venue (MPEV) effects the current baseball stadium
- County owned the current baseball stadium
 - San Jacinto using currently
 - Southern Independent

Facilities – Santa Fe Building

Background:

- The facility was built in 1930
- Historic landmark
- Renovated in 2000 completed
- Currently has space in the building allocated well – 90% occupied
 - 12th Floor has a little space to grow
- County offices of all types in the building
- Has only two conference rooms
- Most trafficked building by civilians in the County

Challenges:

- Security after hours is an issue
 - Events and classes occur with public in the building with minimal security
- 17 years past the 2000 renovation
 - Maintenance issues are starting to increase
- Entry access points (2) – high dollar entry doors
 - Public experience of County interaction is trying to access through the wrong door

Facilities – Law Enforcement Center

Background:

- 44,000 sq. ft. facility that will be completed in 2018
 - The new facility will meet all of FEMA requirements for first responders
- Well within budget (\$23 million)
 - Largest single debt taken on by the County
 - Almost got challenged on the debt
- Lessons learned on how to take on debt.

Challenges:

- IT system going into the future
 - Continuity of operations plan is a question
- Employee perception of travel time

Facilities – Fire Stations

Background:

- Six Fire Stations in the County
 - Station #1: Bushland – Dire Need of Replacement
 - Station #2: Valle De Oro – Remodel or replace
 - Station #3: N. Soncy & 1031 – New Station
 - Station #4: Rolling Hills – Fairly recent remodel – very small
 - Station #5: Willow Station – Fire at the fire Station
 - Station #6: Recently remodeled.
- No residential quarters (all volunteers)
- Possibility of a Central Fire Station
 - Avoid Crows Foot

Challenges:

- Central Fire Station
 - High Cost to build
 - Ownership of property
 - Possibility that County may not own property where stations are
- Station #3 Remodel (\$2 Million) did not end up being the central station

Facilities – Potter County Fairgrounds/Baseball Stadium/Parking Lot

Background:

- Existing Legal Rights and ownership issues
 - County owns footprint (school owns a chunk – Dick Bivins & tree farm) & Fair Grounds have legal right through 2029 lease on a portion -\$1 per year
- Doing anything on property is difficult because of multiple ownership
- Venue District
 - Each entity has own governing board

Challenges:

- Getting everyone to work and play well together
- Baseball stadium – What is the future of the MPEV, directly affects the future of the baseball stadium? What role does the County Play in it?
- Challenge/Opportunity
 - Location of where the park is located in the City – Not SW Amarillo
 - Need to make something on return for investment

TOPIC AREA: General Staffing



Working Group Meeting No. 1

6/14/17

Members Present:

- County Commissioner Mercy Murguia
- County Commissioner Alfonso Vaughn
- County Attorney Scott Brumley
- County Clerk Julie Smith
- County Auditor Kerry Hood
- County Facilities Director Mike Head

Working Group Meeting No. 2

7/12/17

Members Present:

- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Clerk Julie Smith
- County Facilities Director Mike Head

Subject Matter Guests Present:

- Chief Deputy David Johnson
- Captain John Coffee

General Staffing - Compensation Study

Background:

- Committee put together to look Potter County Compensation 2 years ago
- Software purchased
- Disparity between Departments for similar positions
- Need some form of job classification plan
- Internal perception of what something in this vein means
- Compensation Study done in 1993 and updated in 1999
 - Ray & Associates
- Scott opinion for Commissioner Perez regarding line item control of salaries
- Nothing has come of current group

Challenges:

- Internal perception
- It cost money
- How to enforce changing pay-scale and what do you do
- Middle of matrix gets compressed
- Some positions don't fit well into a matrix
- Diversity of positions
- Qualifications or certifications for positions not attained
- No clear guidance on who is controlling purse strings (salary line item) – depends on how budget is written
- Positions where money moves from one position to another.
- Comparison to other counties was inaccurate due to local industries

General Staffing – Certification and Training

Background:

- Need to review all job descriptions in the County.
- Lots of positions where certifications are needed and not attained
- Who has to have Certifications and how are those funds allocated to get necessary training
- Lots of training is not required, but being trained in special areas makes a better staff

Challenges:

- Challenge that the more training people get the more likely they are to leave
- Loose cops to Pantex and attorneys and IT are going in to private practices
- Training is expensive – sunken cost even when you don't send them to school
- Soft Challenge – People are good fiscal stewards
- Public perception of how people spend tax payer money on travel
 - Some departments see travel as an incentive
 - No standard official policy on travel rates for hotel

General Staffing – Salary Range Standardization

Background:

- Done study 2x in the past
- No longevity or tenure pay
 - Difficult for long term employees
- Difficult to compare Potter County to other similar counties to industries in the region
- Committee together to take a look, but only met 2x and nothing has come from it – 2 years ago
- Need a strategy in the ultimate plan related to getting this moving – WORKING committee
- Time associated with sick leave and annual leave has no value for those that leave and don't waste days off. Short timers syndrome. (inconsistency)

Challenges:

- Big disparity between jobs, experience, expertise, performance, etc.
- Fits and starts on getting the salaries looked at and reviewed
- How do the job duties differ between two people holding similar titles: i.e.: "secretary"
- Standardizing the salaries has helped in some areas

General Staffing – Quality Assurance

Background:

- Disparity between Departments for pay and descriptions for similar jobs and titles
 - Everyone would have to work and play well together
- Many Departments run by elected officials and hierarchy between departments is unique

Challenges:

General Staffing – Succession Planning

Background:

- Key positions will lose Institutional knowledge with key retirements or employees leaving
- 27% of County employees are eligible for retirement
 - 155 out of 579 employees
- 3,000 years of experience lost with retirement's average 20 year tenure for the 155 employees
- Average age of County Employee is between 43 and 45

Challenges:

- Mentality has changed. People today want a job, not a career and jobs are about the highest paying.
- Employees being developed leave for better jobs
- Department Heads get fatigued in developing people that leave for higher paying jobs
- Texas County and District Retirement System (TCDRS) has a program that compares staying with the County over time. (Hasn't been updated in a couple of years)
- In less than a year in a half the Amarillo Police Department will lose 200 years of experience (approx. 8 officers)
- Lots of institutional knowledge that is easily lost with retirements
- Experience is very difficult to replace
- Youth/recent graduates relocate to larger urban areas, Dallas, Austin etc.
- Lack of recruitment on the County behalf. Difficult to ensure competitive salaries

TOPIC AREA: Law Enforcement



Working Group Meeting No. 2

7/12/17

Members Present:

- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Clerk Julie Smith
- County Facilities Director Mike Head

Subject Matter Guests Present:

- Chief Deputy David Johnson
- Captain John Coffee

Law Enforcement - Staffing

Background:

- Short staffed on corrections
- Short staffed in field
 - Specifically bushland
 - New plotting south of 40
- 131 staff at corrections
- 88 in the field (w/ admin)
- SO has 4 officers at least per shift. -8 hr. shifts
- Overtime issues
- 900 square miles
- River issues
 - Getting to and from population centers.

Challenges:

- Texas Legislature continues to add regulations and mandates that makes personnel management and staffing very difficult
- Call volume going up – taxes current staff
- Short staffed
- Sandra Bland bill
- Keeping up with the State of Texas on new rules & statutes.
- New book

Law Enforcement – Staffing on Patrol

Background:

- Bushland area is growing rapidly
 - No increase in staff in 8 years
 - Lots of growth outside of City limits
- Special Crimes unit has dissolved. Potter County will get more responsibility on homicides – same staff size.

Challenges:

- Necessary to be very creative on working with what we have got
- Prioritize strategies
 - Jail is one that can cause issues
 - Need to keep it up and running
- County Jails have more regulations than state penitentiaries

Law Enforcement - Equipment

Background:

- Always need more vehicles
- Use confiscation vehicles
- 55 vehicles (roughly)
- Patrol runs 9 vehicles at a given time (140k miles in 2 years)
 - Must be equipped (video/radio/etc.)
- Rotating vehicles through jail and other programs (get rid of worst vehicles)
- Guns in vehicles
- Crime scene vehicles have special purpose
 - Good mechanic on staff
- Fleet gas card has been really useful

Challenges:

- Civil vehicles 4 years old and have 50 k miles
- Wrecked vehicles can cause big rotational problem
 - Lease equipment not good because of movement equipment
 - A week to equip a car
- Budgeting for staff equipment such as tasers, guns, vests.
 - Liability issue associated with expiring gear
 - Use JAG grant and asset forfeiture account for equipment
- Money or valuable assets come in from drug busts or other and county can use or equipment.
 - Dispersed by interlocal

Law Enforcement – Technology

Background:

- Technology does not take the place of manpower
- Open records requests associated with videos and recordings has the potential to eat up lots of time and could causing manpower issues.
- Maintaining equipment
- Techshare to the cloud?
 - Software used to share information
- Videos and pictures getting used more and more in investigations and prosecutions

Challenges:

- Bodycams
 - How to equip, how to use, where data is stored
- Laptops in the cars for quicker warrants – backgrounds
- Cost money to have the connectivity

Law Enforcement – Radio Conversion

Background:

- Already in process with Motorola
 - \$5.5 million
 - Cars, handhelds, etc.
 - All Sheriff's Office, Fire Department, Maintenance, District Attorney
- Putting up towers – maintenance – generators
- Need to have two in the vehicle
 - Listen to one from outside and one from inside
- Does not include

Challenges:

- Volunteers for Potter County Fire are a blessing
 - County comes to rely these volunteers
 - Working for free – same thing as paid employees – drive a Potter County vehicle – County gives free training and uniforms to volunteers

Law Enforcement – Miscellaneous

Background:

- Security of the courthouse and courts building when administration office leaves downtown
- Patrol will be on streets – closest help will be Amarillo Police Department
- Buildings are not set up for security
- Lights on the parking lot necessary

Challenges:

- Security – District Courts building – security of issuance of access with keys etc.
 - This is a man power issue – what is going on after 5:00 pm
 - Splitting two guys

Law Enforcement – Corrections

Background:

- Jail built to house male inmates
 - 1995
 - Runs 24 -7
 - Been run hard for many years
 - Maintenance getting expensive
 - HVAC
- The jail is a major facilities issue with regards to Maintenance and Staffing
 - 169 acres and 24 hour facility – staffing is always a potential issue.
- Corrections officers doing maintenance
- Firing range requires ground maintenance
- Need trustworthy people to be trained well
- Must have peace officer or certified jailer to do maintenance with inmates
- District Courts building must fall within correctional facility guidelines and standards

Challenges:

- Mental issues with inmates
- Medical issues with inmates
- Fluctuations of inmates – 560 currently
 - 599 is max
 - Jail classification requirements
 - Female unit is 96 in 599
 - Maxed on female unit
 - Female unit is a major problem
- Need more personnel for building maintenance
- Currently budgeting to add 3 more medical staff. Would like to see two addition staff added – flow of personnel – want to operate like dispatch
 - Doesn't cover vacation – difficult to cover
- Staffing with jail mandates – need 5 more correction officers to meet new statutory requirements, budgeting just added 5 new correction officers
 - Need to check individuals up-to every 30 minutes depending on actions
- Statutory changes for Sandra Bland Law

Law Enforcement – Corrections (cont.)

Challenges:

- Bathroom in courts building are an issue
- Separate females and males facilities necessary
- Staffing
 - Total numbers includes admin, clerks, medical, and transportation officer (8)
 - Ongoing training costs of staff
 - 100 actual officers in the jail – potentially would like to add 5 more
 - Visitation – feeding – mail call
 - Additional officers needed
- Texas Legislature continues to add regulations and mandates that makes personnel management and staffing very difficult
- Fight or other internal issue spreads things very thin
- Continuing education is a challenge due to low manpower
 - Filling gaps anytime someone is out of the office creates an issue
 - Training being done more often since only 2 officers per shift
 - Do some on duty training
 - Domino effect

Law Enforcement – Correctional Vehicles

Background:

- 4 transportation vans
 - Get a lot of miles
 - Coverage areas is very large and location of correctional facility
 - Make a run with the van (corrections) 2-3 times per day per van
 - 30 miles from facility to Bushland
 - ATVs at the river (amphibious vehicles)
 - Lots of demands at the river during sand drags and events

Challenges:

- New facilities will create a situation where more miles show up on vehicles
- Transportation to medical facility displaces staff at detention center and creates a staffing problem.

**TOPIC AREA:
Legal and Judicial**



Working Group Meeting No. 3

8/30/17

Members Present:

- County Commissioner Mercy Murguia
- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Attorney Scott Brumley
- County Clerk Julie Smith
- County Auditor Kerry Hood
- County Facilities Director Mike Head

Legal/Judicial – District Courts Building

Background:

- Quickly deteriorating
- Structurally dangerous – smells like a litterbox
- Elevators not reliable
- Old Equipment throughout the building
- Design done by Commissioners Court – Dallas Design – did not fit well in Amarillo
- Built in 1985 – move in 1986
 - 2010 Complete Assessment – identified challenges – got put on back burner as Sheriff’s Office building was priority
- Access entrances did not follow original plan
- Outside access to building – No secure egress on bldg. for judges and attorneys
- Court of appeals – needs to be involved in security and building discussions

Challenges:

- Not set up for good security
- Courtrooms not set up for functionality
- Does not meet ADA requirements
- No plan for growth within facility
- Fiscally, committee put Sheriff’s Office on top of priority list
 - Funds expended elsewhere (Debt)
 - \$68 million estimate for new building
- Biggest problem bldg. for County
- Disheartening that bldg. keeps getting put on backburner
 - Estimated cost of \$14 million to keep bare necessities and keep bldg. functional
 - No ADA
 - No big courtroom
 - Affects functionality (Small)
- Once Sheriff’s Office office is gone – severe lack of security

- Individual or terrorist attack on the facility or individuals is real possibility

Legal/Judicial – District Courts Security/Equipment

Background:

- Staffing is in good shape – Roughly 20 people – 5 courts
- Increasing responsibility from Legislature
- Security issues – new radio systems – people need to be using them (maybe make mandatory) along with service weapons
 - Radios may not be compatible across all departments
 - Need to be on same system
- District Judges and County Court of Law need radio's that are compatible

Challenges:

- Lack of radio communication capability
- Multi-story buildings – hard to respond
- Need to tie to other jurisdictions
- Misc. responsibilities of the Bailiff – Investigator takes on additional responsibilities
- Gap in communication for between departments
- No security drills on how to deal with a shooter or terrorism in facilities

Legal/Judicial – Staffing

Background:

- Total 39 people in District Office
- Total of 26 for Judiciary Staff
- 14 additional people in the JPs office
- 33 people are in County Attorney Office
- They all get paid

Challenges:

- Big disparity between jobs, experience, expertise, performance, etc.
- Fits and starts on getting the salaries looked at and aligned
- How do the job duties differ between two people holding similar titles: i.e.: “secretary”
- Standardizing the salaries has helped in some areas

Legal/Judicial – Public Defenders

Background:

- Current model is court appointed private attorneys
- The court appointed private attorneys receive quite a bit of criticism from different areas
- Payment of court appointed legal counsel keeps increasing
- Looked at housing public defender's office two times in 32 years
- Randall County might be interested in housing a public defender's office
- Differing viewpoints from different judges
- Large number of attorneys would not make it without underwriting
- Texas Indigent Defense Commission (TIDC) website has paperwork on how to set up public defender's office

Challenges:

- Sheriff has criticized the court appointed attorneys
- Lack of quality in some of the legal services in defending people
- Establishing a public defender's office could be expensive
 - Some expectation that expenditures could/should match prosecution
- Transitioning to a new format would see growing pains
- Alternative would be to narrow, listing of available defenders to quality lawyers

Legal/Judicial – Law Library

Background:

- Gone – moved to the City of Amarillo Public Library
- Potter County is still funding it
- Usage log shows increased usage since moved to City of Amarillo
- \$3,400 per month for Westlaw and \$1,900 for Lexus-Nexus for case law research

Challenges:

- Funding both search programs

Legal/Judicial – Pre-Trial Services

Background:

- Misdemeanor level – questions regarding cite and release on certain misdemeanors.
- State money can't be used to track for pre-trial – Probation
- Had a focus on mental health diversion (PR bond) and it was difficult to track – special arrangement. Legislature says monetary bail is bad.
- Legislation introduced legislation to limit bondability. Can keep people out of the jails and bail-bondsmen don't like it. (Has been disproportionate to minority citizens)
- Pre-trial detention should be built on volatility of offender
- Diversion cases is an option – this is an evolving field (comes from defense) – it is culture, need training to start looking at these things – Pre-trial diversion is something that we need to move towards
 - Public Defender's office could help

Challenges:

- Changes occurring in legal situation
- Potential for interlocal agreement with Randall County
- Many people incarceration simply because they can't afford the bond – high bonds being recommended often
- Two programs (Intervention) – goes back to the criminal court where it originally occurred (usually sourced from defense lawyer)
 - Veterans Program – post charge intervention program
 - Mental Health Program –
- Randall County is using pre-trial diversion programs – Potter could explore options?

TOPIC AREA: Fiscal and Budgeting



Working Group Meeting No. 3

8/30/17

Members Present:

- County Commissioner Mercy Murguia
- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Attorney Scott Brumley
- County Auditor Kerry Hood
- County Facilities Director Mike Head

Subject Matter Guests Present:

- Fire Chief Deputy Richard Lake
- Assistant Chief Pat Fitzpatrick

Working Group Meeting No. 6

12/5/17

Members Present:

- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Clerk Julie Smith
- County Auditor Kerry Hood
- County Facilities Director Mike Head

Fiscal/Budgeting – Tax Abatements

Background:

- Tax abatements not done very often in the County. Must relearn how to carry out tax abatement every time one is warranted
- Have only been done for large scale projects
- Policy to tax abatements is very outdated and there is no teeth to the policy
- Policy lacks check points on the criteria or requirements
- Is fulfillment of job creation on a local level being adhered to? Are there measurable to evaluate this?
- Old style of tax abatements was very loose
- New style is to pull up shop and move to the next municipality. Tax Abatements are starting to carry hard markers with a potential declining abatement or some variation

Challenges:

- Current Abatements do not have measurable milestones in the policy. Businesses want 100% abatement all the time
- Municipalities/Counties are pitted against each other to get best abatement
- No thresholds in current policy

Fiscal/Budgeting – Tax Rates

Background:

- Tax Rate has had significant periods with no increase. Has increased 3 or 4 times in the last 10 years
- Potter unique due to very affluent and very poor. Both ends of the spectrum. 2% increase means something different between these two groups. Socioeconomic conditions have a greater effect in Potter than elsewhere like Randall
- Tax Exemption on elderly

Challenges:

- Perception of tax rate is off. Lack of public education and awareness. Tax rate is higher than Randall County however budgets are very similar
- Education on knowing the difference between the effective vs. ad valorem tax rates
- Senate Bill #2, take roll-back rate down to 4%, requiring automatic rollback election. Did not pass but likely will resurface next legislative cycle
- Recommendation to raise 8% in preparation for the eventual passage of SB 2
- State system of appraisals is an unfair system. Appraisal was raised during a drought on agricultural property. Appeal process for appraisal does not work
- Representative from County on appraisal district duties are unclear and more administrative in nature

Fiscal/Budgeting – Grants

Background:

- The County has lots of grants. Brings in about \$1.3 million in grant funds. Most through Dept. of Justice.
- The County also has grants through Health and Human Services
- Also grants through the State of Texas
- Most of these dollars are through competitive grant programs
- County wants to stay active with regards to grants
- Partnership with PRPC for information on grants

Challenges:

- Grants are applied for by individual departments and then handed off to County for administration
- Some grants don't require Court approval and fall through cracks. These present problems
- No policy requiring all grant to seek Court approval. Could allow for application with ratification from the Court
- County needs to ensure who is responsible for reporting and deliverables associated with the grants
- Occupy both finance and grant departments for reporting and financial reporting

Fiscal/Budgeting – Zero-Based Budgeting

Background:

- County does not do zero-based budgeting
- Capital projects could benefit most with zero-based budgeting.
- Good philosophy
- Planning Tool - Pros and Cons for utilizing zero-based budgeting

Challenges:

- Build from what County is currently doing and build tax rate accordingly
- Give each Department an amount and let them build the budget based on that, as opposed to, building the budget for the need
- Currently if money is available. You spend it.
- Utilized by some municipalities

Fiscal/Budgeting – Debt (Law & Radio)

Background:

- Currently the County has \$5.5 million invested in radio's
- Not everyone that needs a radio has one
- Originally \$8m
- Vendor briefed the Court – City was in similar discussions – group at City was working on it. Appeared Potter was a partner in the interlocal agreement. It appeared at some point that Potter (Sheriff's Office) preferred a specific vendor – did not get many of the discounts due to vendor preferences
- Does not align with what Randall County is doing
- Debt is done in tax note

Challenges:

- Timing to review legal contracts
- Communication throughout the process is lacking
 - Trying to make it work at end after not talking along the way
- Ongoing maintenance cost on the radios
- 20 year life expectancy

Fiscal/Budgeting – Public Communication

Background:

- Website is available
- Annual audit available on the website
- Annual report
- Meetings and tax information is open to the public.
- New Employee orientation towards fiscal issues, county issues. Employees are not knowledgeable on County issues.

Challenges:

- People are uninterested until tax time
- Apathetic towards County finances
- Services are not promoted to the full extent
- Nobody wants a tax increase, but they continue to want increased services

Fiscal/Budgeting – Ongoing Contracts

Background:

- No central repository on contracts. County attorney has some, Commission has some, Finance Department has some
- As more and more operations get automated more and more have annual maintenance fee
- Beginning to have discussions about the annualized costs for running a program or system
- Service industry
- Document shredding, construction services, facility maintenance
 - Must use purchasing agent to do these things
- PRPC (John Kiel) helps managing some contracts

Challenges:

- No central location for actual storage of each contract. Need a fully signed executed contract
- Finance does catch if we are being double billed, but not an overt location for everything in one place
- Contracts can increase by a percentage without commission approval
- Could look at a location for all contracts to be available (website)
- Each department responsible for oversight of subcontracts in their area
- Need to index all of the contracts

Fiscal/Budgeting – Technology

Background:

- Staff member understands Odessa System – need more people to understand this
- Information Technology (IT) is a very large job for the County
- Multiple systems being manned by different departments that don't communicate
- Bubble from department to department has created the challenge that systems do not talk with each other
- It is expensive to have someone that can make systems talk with each other
- Financially paid for with everyone paying for their own
- Shifted to an IT bucket and the bucket grew very quickly. Departments tossed cost to the IT.
 - Back to dividing by departments

Challenges:

- No one behind the person leaving is being trained
- Silos – IT budgets don't align with costs because each silo is separate from each other
- Techshare program is pulling people from the County that are good
- New leadership in IT role – lots of turnover in department and skillsets have been changing rapidly
- Need to further develop skillsets within the IT department
- Potential opportunity to move towards more of a single vendor
- Two IT departments – one under the county and the other under CSCD

TOPIC AREA: Fire Protection



Working Group Meeting No. 4
10/4/17

Members Present:

- County Commissioner Mercy Murguia
- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Attorney Scott Brumley
- County Auditor Kerry Hood
- County Facilities Director Mike Head

Subject Matter Guests Present:

- Fire Chief Deputy Richard Lake
- Assistant Chief Pat Fitzpatrick

Fire & Rescue – Fire Improvement Program

Background:

- **Ready set go program**
 - Education public awareness
- **Community Fire Protection Program (CFP)** partnership with the City of Amarillo
 - Comprehensive study of County
 - Starting with ETJ
 - Doing assessments
 - Starting in south west quadrant
- CFP- obtain grants for mitigation equipment/preparedness cleaning without burning
- Identify hazards within community
- Liaison/Advocate for fire programs

Challenges:

- Manpower to run programs
- Availability of staff
- Financing
- **Ready set go** started with FEMA grant, since then funding has fallen off. Haven't been able to get grant funding again
- **Community Fire Protection** in very early stages
- Richard running CFP – no staff to commit to running/City side has 10 staffers

Fire & Rescue – Vehicles

Background:

- 39% of vehicles over 20 years old
- 26% of vehicles in the 10 to 19 year range
- 35% vehicles less than 10 years old
 - Less than 10 years old includes the command trucks
- Try to get front line apparatus scheduled for replacement
- Rescue trucks working towards a 10 year rotation
- Rehab and command units on a 5 year rotation
- Preventative Maintenance is difficult due to lack of availability of parts
- Still trying to update fleet for modern conditions just to stay with the curve

Challenges:

- Aging equipment
- Lots of progress, however the fleet is still behind
- Transparency how does the County know that replacement is needed
- Assessment is done on performance, maintenance and mileage, age, use to determine replacement
- How does the County gauge the need for replacement accurately? Improvements being made
- Older trucks hard to find parts for, but still cheaper to repair than to get new
- Conditions of trucks changes daily due to use that can damage vehicles
- Easy to cut fire truck to balance budget
- No fleet manager
- No Fund Balance used for fleet, County is not close enough to see the need for replacement
- Retrofitting trucks from other departments for use as fire equipment
- Trucks constantly out of service – leads to issues in providing emergency services

Fire & Rescue – Staffing

Background:

- 4 paid employees
- 70 volunteers
- Administrative position replaced with a firefighter position
- Average 1,500 calls per year in the last two years/current pace to go over 1,700 calls this year
- Randall County 1300-1400 calls
- Volunteers extremely valuable resource (\$1.3 million saved in hourly cost by using volunteers)
- Sunset Clause - Texas Fire Marshall Association to Certify fire fighters.
- Attempt to make it where volunteers don't have to pay. Lose volunteers very easily

Challenges:

- Certification for volunteers is mostly paid by county
- Administrative activities take a back seat to emergency services
- Very insufficient manpower
- Surrounding municipalities have fully paid fire departments. Potter County is running/responding to more calls than Randall County
- Required Certifications differ depending on positions. Continuing Education requires CE credits (10 to 30 hours). Challenges time and finances. Majority requires around 30 hours
- Fire Dept. travel expense is increasing to receive education and training. County Education and travel is for 3 to 4 people. Fire Dept. is training an entire Fire force which includes volunteers
- Constantly looking for grants to assist. Grants hard to obtain from Austin (Texas Forest Service) grants do not cover travel costs
- Lack of funnel for new volunteers coming in. Volunteer base is changing and it is becoming difficult to find volunteers

Fire & Rescue – Equipment

Background:

- Includes fire suppression equipment, hoses, firefighting appliances
- Fire fighter personal protection equipment must be replaced every 10 years
- Breathing apparatus 15 year life span.
- Rescue and extrication equipment necessary
- Wildland firefighting equip necessary
- Hazmat materials and technical rescue

Challenges:

- Fire Suppression equipment is expensive
- Cost is expensive; most equipment has a mandatory life span.
- Hazmat needs to be replaced after 1 year, other equipment starts as early as 5 years
- Firefighters/EMS must provide expensive equipment for EMS training and operation
- EMS is costly – no training budget to send EMS. Need to piggy back with other classes to get training for certification
- Expense over and above rescue vehicles
- Some equipment if it isn't used, it must be destroyed
- Must be at a credible functional level
- AED was bought with a grant and is not interchangeable with other departments or intergovernmental agencies

Fire & Rescue – County Assistance District

Background:

- County Assistance District
 - Prop A – on the ballot, sending out mail outs
 - 2% sales tax applied outside City limits earmarked for public safety
 - Public awareness campaign – message this is for public safety
- Randall County passed same County Assistance program at a ½ cent sales tax.

Challenges:

- Getting it passed/approved
- Failed prior election
- Why did it fail? Lack of education
- Bushland Community wants service but doesn't want to pay for it

Fire & Rescue – Risk Management

Background:

- Safety officers whose job is risk management
 - Address needs for equipment, stations and vehicles
- ISO Improvement. Better fleet helps improve ISO.
- Improvements through testing, documentation

Challenges:

- Manpower, aging equipment, changes in technology,
- Technology included in the trucks is a challenge will need upgraded. Thermal imaging cameras, radio, etc.

Fire & Rescue – Fire Stations

Background:

- 6 stations throughout southern quarter of the County
- Last three years remodeled two stations built one new station
- One more station that needs to be remodeled. It has several problems including utility issues and utility costs. (Valley de Oro). Roof issues
- One station that is undersized. It is 12 years old and needs replacement
- Station #3 is the new station, the County is doing the maintenance
- Fire Department was formed in 1973, buildings have largely been built through volunteer work. Lots of the buildings are not to code
- Have made significant improvements within the last 4 years.
- Fire Service has been pieced together through various means

Challenges:

- One station that is drastically undersized needs replacement, cost to replace \$1.5 to \$1.75 million
- No strategic plan to allow for growth and add personnel, apparatus, and cover the County appropriately. And no plans on where stations need to be located strategically in the County
- Political pressure to locate stations
- Consideration of building a Central Station – call volume help dictate location. (locate administration centrally)
- Three main corridors through Potter County, routes through residential areas
- County has not done the maintenance of the fire stations since 1990's. County does not have personnel to maintain the fire stations

TOPIC AREA: Road & Bridge



Working Group Meeting No. 5

11/16/17

Members Present:

- County Commissioner Mercy Murguia
- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Clerk Julie Smith
- County Auditor Kerry Hood
- County Facilities Director Mike Head

Subject Matter Guests Present:

- Road & Bridge Director Sebastian Ysaguirre

Road and Bridge – Infrastructure

Background:

- Seal coat – 23 miles as a summer time function, winter prepare for seal coat
- Street patching continuously
- 2 crews 1- drainage and culvert, 1- street patching
- Recently added 2 FTE's, increased manpower
- Winter time slower, patching and drainage projects are complete
- County has 224 miles of roads to maintain
- Adding areas in Bushland, Bushland has drainage issues
- Bushland currently has approximately 167 homes, increase traffic issues
- Traffic engineering study required for Bushland
- A lot of time being expended in Bushland due to complaints and amount of traffic
- Development of Bushland is a major factor

Challenges:

- What necessitates Bushland to incorporating as part of the County? What are Bushland's long range plans? Needs discussions with the Bushland community for growth and planning.
- One crew a week spending in Bushland, lots of drainage issues
- Lots of traffic issues in Bushland
- Truck traffic is a big issue – Arnot Road is used as a docking station. Causes heavy maintenance issue with paving and bar ditches in the area. Heavy truck traffic necessitates cement paving
- Tyson entrances also require frequent patching. Twice per year. Roads are 6-inches of caliche and then seal coated. Tyson had previously agreed to float half the budget for concreting, however they backed out
- Potter Growth is large part commercial, requires different priorities with development and infrastructure
- Larges growth is to the west in the Bushland areas
- Seal coat main arteries more often. 23 miles a year is keeping the roads safe. Priorities are the roads that need to get seal coated first along with main arteries

- **Documented list of seal coat rotation is needed.** Prevented maintenance schedule may be helpful to maintain list of projects completed
- Potter County has 20 employees in Road and Bridge. Manpower is adequate
- Cliffside near the gas plant, lots of truck traffic. Requires maintenance but not as frequent as Arnot Road and Tyson.
- Areas needing concrete need costs established. Need to tie budget in

Road and Bridge – Equipment/Maintenance

Background:

- Comparison to Randall County
 - Falling behind on Motor Grader, Loader very expensive equipment to replace
- Broom/Sweeper – can be costly to repair. Must be repaired in Lubbock. Had to rebuild the motor
- County utilizes Propatch to save on street patching
 - Half of this is budgeted, need to budget the second half
- Over \$100,000 per year in maintenance cost
- Equipment overall is in good condition and adequate to maintenance roads

Challenges:

- County has three motor grader units. Oldest is 1988 (approx. 30 years old). Cost to replace is \$500,000.
- Loaders 3 units. Oldest approx. 15 years old. Approximately \$200,000 to replace.
- Motor grader used for regular maintenance for bar ditches etc. used once a day at least. Also used for snow removal and to help the Fire Department
- Needing to replace motor grader, potentially looking at replacing in next budget

Road and Bridge – Staffing

Background:

- 2 crews
- Training - TAC will come in and do some training. Ideal situation to send new employees to a school to learn equipment operation. Would like to cross train employees
- Current employees are not cross trained
- 20 employees currently

Challenges:

- Training schools or classrooms unavailable or not identified. Travel budget will limit sending employees if adequate school/training is found
- TAC does provide classes for snow removal and similar situations
- Hired 6 new employees this year, need training. High turnover with employees currently. Some new employees still need to obtain CDL
- New mandates with DOT and testing
- Difficulties finding employees with CDL for the amount of pay. Getting difficult to obtain and pass CDL test
- Potential County-to-County rotation could be beneficial to employees to learn how other counties approach operation. Might also alleviate need for training
- Best way to learn is hands on approach
- Road and Bridge maintain their own building in their budget and with their existing staff. Building was built in 1976. Some structural issues with the building. Garage doors are old steel doors and difficult to replace

Road and Bridge – TTC CH. 253

Background:

- TTC CH. 253 allows homeowners to vote on whether to improve the roads to county specifications
- Allows the County to make improvements and repairs to the roads. County must put a lien on community homes. Presents lots of difficulties along with manpower
- Unique situation – not relevant for full strategic planning

Challenges:

- None Identified

Road and Bridge – TxDot Relationships

Background:

- Free caliche from TxDot recently. \$30,000 value. Unusual situation
- TxDot does bridge maintenance. Bridges are inspected and maintained by TxDot.
- Interactions are more frequent. Department head sees priority in getting more involved with Randall County and MPO planning

Challenges:

- Planning is largely done in a bubble. TxDot has a strategic plan document that isn't very well communicated to the County
- Transportation infrastructure plans need to be incorporated and reviewed toward County planning

Road and Bridge – New Roads

Background:

- Will do repair driveway to maintain the integrity of the roads.

Challenges:

- New roads in Bushland – see previous slide. Roads present lots of difficulties with regards to maintenance, man power and traffic issues.

TOPIC AREA: Communications



Working Group Meeting No. 6

12/5/17

Members Present:

- County Commissioner Alfonso Vaughn
- District Attorney Randall Sims
- County Clerk Julie Smith
- County Auditor Kerry Hood
- County Facilities Director Mike Head

Communications – Internal/Interdepartmental

Background:

- New technology constantly changing
- Currently there is not good communication within Departments.
- LDAB (Local Data Advisory Board) – fosters more communication between departments regarding technology
- Each department may not understand how they affect other departments
- Other departments may not be as close in proximity and feel left out
- Communication to know what resources are already available within the County
- Need new employee orientation to educate employees on what other departments are responsible for. Can also be done for new Commissioners. Currently nothing is being done with regards to this.
- Lack of communication with regards to HR policies.

Challenges:

- LDAB hasn't met in 2 years
- Establish a lead for the LDAB
- Communication coordinator position may present challenges as elected officials are elected to run departments and answer to the public
- Establishing software that integrates with other departments is challenging in that it is difficult to meet the unique need of each department
- Elected officials head departments with different outlooks. Court has control
- Software was very specific to each department
- Very costly to run separate systems
- Education on emergency procedures. Knowing what to do. Currently no drills are in place

Communications – General Public/Perception

Background:

- There is not one person that speaks for the County. Each Commissioner speaks for themselves.
- Public Relations to address public, media, interdepartmentally does not have a singular voice.
Where does this responsibility lie?
- There is a lack of structure for communication to the public. Current each department head deals with regards to their own issues
- Large Counties have an initial point of contact for public communication (public information officer)

Challenges:

- Can't control the message as clearly with a public information officer
- Texas panhandle environment creates a situation that any taxing entity is perceived as bad

Communications – Partner Political Subdivisions

Background:

- Amarillo, Randall County, EDC's, Amarillo MPO, Fire Departments, Emergency Services, Domestic Violence Coalition, PABTU, ANDI – rapid DNA, Quick Warrant, among others
- Interlocal agreements for Emergency Management Service
- Potential partnership with a print shop for County needs
- TIRZ zones
- City of Amarillo fiber optic system, no partnership yet
- Interlocal agreements are very specific and dependent on departments and personalities involved

Challenges:

- TIRZ lots of push back, representation on TIRZ board
- Parking garage partnership with Amarillo
- Specific to departmental relationships
- Information sharing can be difficult with regards to grants and the City of Amarillo
- Case Management operating system, sharing information with technology systems and the City moved very slowly
- Playing well with partnerships for resources and information sharing

Communications – Community

Background:

- Media currently doesn't cover court system much
- County website is up and useful with relevant information
- Partnership with City of Amarillo for neighborhood planning
- Citizens Academy – internship. Amarillo and Randall also has this. Program is for Students and Adults
- Trying to incorporate with AISD for tutorial training. Positive feedback for this program
- ACAL program to bring in student wanting to learn trades. (hasn't operated program since 2008)
- Lots of Community Outreach programs from the Judicial, District Attorney's office

Challenges:

- None Identified

Planning Documents

Scoresheet

This Preparation Document is intended to assist participants in becoming familiar with the key topics and areas of focus. It will also be important to utilize this opportunity to prioritize and rank the areas of focus for the upcoming Strategic Planning Sessions.

Considering that there are eight primary areas of focus with over fifty key topics, it is essential for participants to prioritize each of these topics so that time can be used on areas identified as the most important. Each participant should take time to rank the topics on a scale of 1 to 10, with 1 being the highest priority and 10 being the lowest.

In order to give the rankings validity and to ensure that time is spent on the most important topics it will be important that the participants limit the total use of each number to 5 times. Example only 5, 1's should be issued and only 5, 2's etc. It is essential that each member of the Strategic Planning Team rank each topic and return their scoresheets to PRPC prior to the Planning sessions. This will allow PRPC to tabulate and rank the results prior to the Strategic Planning Sessions and allow the sessions to be optimized to allocate time on items that the team identifies as the most important.

Worksheet

The Strategic Planning process is designed to enable the County to set a clear path towards community success and growth over the next several years. The worksheets that are attached will allow participants the opportunity to directly contribute to specific topics that they feel strongly about. Participants are encouraged to identify and bring quantifiable evidence of the needs that they feel are the greatest challenges facing the County.

These Worksheets are intended to help expedite and increase the productivity of the Planning Session by allowing individuals to record their thoughts prior to the meeting. Please keep in mind the following definitions as you utilize the attached worksheets.

- a. Identify community Needs
 - i. Quantifiable data used to substantiate a need
- b. Establish a community Goal
 - i. How will the need be ultimately resolved?
- c. Establish Objectives
 - i. Quantifiable targets to be met that show the Goal is being reached
- d. Develop Strategies
 - i. Identify potential strategies to address the identified Need
- e. Identify Funding Sources & Responsibilities
 - i. Note potential funding sources to be used in implementing strategies

Potter County, TX
 Strategic Planning – Score Sheet
 Areas of Focus- 2018

Planning Member Name: _____

For each area below, please score importance from 1-10. 1 being a high score (most important) & 10 being low (least important).

Facilities	District Courts Building	
	Building Security	
	Bowie Annex	
	Courthouse	
	Downtown Revitalization	
	Santa Fe Building	
	Law Enforcement Center	
	Fire Stations	
	Fairgrounds/Baseball Stadium	
General Staffing	Compensation Survey	
	Certification & Training	
	Salary Range Standardization	
	Quality Assurance	
	Succession Planning	
Law Enforcement	Staffing	
	Staffing on Patrol	
	Equipment	
	Technology	
	Radio Conversion	
	Miscellaneous	
	Corrections	
	Correctional Vehicles	
Legal/Judicial	District Courts Building	
	Security/Equipment	
	Staffing	
	Public Defenders Office	
	Law Library	
	Pre-Trial Services	
Fiscal/Budgeting	Tax Abatements	
	Tax Rates	
	Grants	
	Zero Based Budgeting	
	Debt (law enforcement & radio)	
	Public Communication	
	Ongoing Contracts	
	Technology	
Fire Protection	Fire Improvement Program	
	Vehicles	
	Staffing	
	Equipment	
	County Assistance Program	
	Risk Management	
	Fire Stations	
Road & Bridge	Road Infrastructure	
	Equipment/Maintenance	
	Staffing	
	Road Improvements (TTC Ch. 253)	
	TxDOT Relationship	
Communications	New Roads	
	Internal/Interdepartmental	
	General Public/Perception	
	Partner Political Subdivisions	
Community		

**Potter County
2017/18 Strategic Planning - Worksheet**

SAMPLE

In preparation for the Potter County Strategic Planning Sessions it will be advantageous for all parties involved to begin thinking about needs, goals, objectives and strategies ahead of time. This page is intended to help each individual record their thoughts before the meeting. You may choose to not utilize these pages, but it is intended to help expedite and increase the productivity of the Planning Session.

Below is a sample of how a community might state a need, goal, objectives, and strategies:

Need: Middle School Children in Sample City need productive activities to participate in to keep them out of trouble with drugs and the law.

Need Evidence:

- Sample City saw a 56% increase in Minor in Possession Citations in 2014
- The 2013 Sample City Community Survey identified the need for after school activities as the #1 priority.
- Sample City has a low to moderate income population of 62% & research indicates that many low income children are unsupervised from 3:30pm to 6:00pm
- Sample City ISD expelled 12 middle school students in 2013/2014 for drug violations

Goal: To reduce criminal activity by middle school aged children in Sample City

Objectives:

1. To reduce underage drinking in the community by 20% annually
2. To provide community based after-school activities to 150 middle school students annually
3. To reduce the number of SCISD students expelled by 20% annually

Strategies:

- A. Work with SCISD to provide Community After-School Program
 - a. Funding: Minimal
 - b. Responsibility: Police Chief
- B. To build a Skate Park in convenient location for all middle school age students
 - a. Funding: Texas Parks & Wildlife Outdoor Recreation Grant
 - b. Responsibility: Public Works Director
- C. To utilize Sample City Police Department to provide education opportunities to middle schools
 - a. Funding: Minimal
 - b. Responsibility: Police Captain

Attached are several pages with blanks for you to begin recording your thoughts in preparation for the Planning Session. Sometimes it helps others to understand your thoughts in planning when they are presented on paper.

Issue Topic: _____

Member Name: _____

Need: _____

Need Evidence: _____

Need Evidence: _____

Need Evidence: _____

Goal: _____

Objective 1: _____

Objective 2: _____

Objective 3: _____

Strategy A: _____

Strategy B: _____

Strategy C: _____

Issue Topic: _____

Member Name: _____

Need: _____

Need Evidence: _____

Need Evidence: _____

Need Evidence: _____

Goal: _____

Objective 1: _____

Objective 2: _____

Objective 3: _____

Strategy A: _____

Strategy B: _____

Strategy C: _____

Issue Topic: _____

Member Name: _____

Need: _____

Need Evidence: _____

Need Evidence: _____

Need Evidence: _____

Goal: _____

Objective 1: _____

Objective 2: _____

Objective 3: _____

Strategy A: _____

Strategy B: _____

Strategy C: _____

POTTER COUNTY
Strategic Plan
2018



Appendix B

Potter County
Feasibility Report:
Amarillo Regional Public Defender Office



FEASIBILITY REPORT

AMARILLO REGIONAL PUBLIC DEFENDER OFFICE

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I. Introduction

Potter County has asked the Texas Indigent Defense Commission (TIDC) to assess the feasibility of a public defender office (PDO).¹ This Feasibility Report examines the region’s background, explores factors to consider in creating a PDO, and outlines two PDO models for discussion purposes. This Report concludes that a PDO is both desirable and feasible. TIDC stands ready to partner with Potter, Randall, and Armstrong Counties to (1) create a PDO suited to that region; and (2) secure technical and financial assistance.

II. BACKGROUND

Potter, Randall, and Armstrong Counties have a combined population of approximately 250,000 persons, mostly concentrated in and around Amarillo. The region has five district courts—two serving Potter County (108th & 320th), two serving both Potter and Randall Counties (181st & 251st), and one serving Potter, Randall, and Armstrong Counties (47th). Potter and Randall Counties each also host two statutory county courts. Additionally, the Potter County Judge presides over specialty mental health cases, and the Armstrong County Judge presides over a low-volume misdemeanor docket. Criminal defense attorneys often practice in all three counties.

Appointed attorney caseloads in the region are slightly high. In 2017, 64 different attorneys received payment for indigent defense services in Potter County. Across all counties in which they practiced, these defense attorneys carried a median appointed caseload of about half of the threshold established by the Weighted Caseload Guidelines (Guidelines).² Eleven attorneys, however, had appointed caseloads above the

¹ Texas statutes grant Texas counties the power to form a public defender by creating a governmental entity or contracting with a nonprofit corporation “to provide legal representation and services to indigent defendants accused of a crime or juvenile offense.” Tex. Code of Crim. Proc. Art. 26.044(a),(b).

² To more accurately address reasonable caseloads in Texas, the 83rd Texas Legislature passed House Bill 1318, which instructed the Commission to:

[C]onduct and publish a study for the purpose of determining guidelines for establishing a maximum allowable caseload for a criminal defense attorney that ... allows the attorney to give each indigent defendant the time and effort necessary to ensure effective representation.

The Texas study included an advisory panel of stakeholders who provided input into the study’s methodology. The data used to determine reasonable caseloads included a timekeeping study, a time sufficiency survey, and feedback from experienced criminal defense attorneys utilizing the Delphi method. The report recommended under the new Weighted Caseload Guidelines that the maximum annual caseload under which an attorney could provide reasonably effective representation was 128

Guidelines' threshold.³ These appointed caseload levels understate overall caseloads, because they do not include attorneys' retained or civil case work. According to statutorily required practice-time reports by attorney, the median percentage of time devoted to indigent defense cases was 60 percent. Factoring in time devoted to other cases, the median caseload was 1.2 times those recommended by the Guidelines.

The region has also experienced difficulties in providing indigent defense services. In all three counties, the misdemeanor appointment rate is significantly below the 46% statewide average for FY17: 24% in Potter County, 28% in Randall County, and 33% in Armstrong County. Consequently, a disproportionate number of misdemeanor defendants resort to self-representation: approximately 67% in Potter County and 45% in Randall County.⁴ Additionally, while indigent defense expenditures have increased substantially across Texas in recent years, expenditures in this region have remained low.

TIDC has conducted policy monitoring in Potter and Randall Counties. In Potter County, TIDC found (1) failure to assist arrestees with indigence affidavits; (2) failure to transmit requests for counsel; and (3) failure to document denials of indigence.⁵ In Randall County, TIDC found (1) failure of magistrates to individually ask arrestees if they would like to request counsel; (2) failure to promptly transmit requests for counsel; and (3) failure to ensure defendants understand their right to counsel and the procedures for requesting counsel prior to procurement of a counsel waiver in misdemeanor cases.⁶

Based on the region's size, case volume, and indigent defense history, TIDC recommends the creation of a PDO. The next Section examines factors to consider in

felony cases of mixed offense levels or 226 misdemeanor cases of mixed offense levels. TIDC has also developed guidelines for representation in juvenile delinquency cases and felony appeals.

³ See Appendix A, Table 1.4.

⁴ The Pro Se or unrepresented percentage estimates are calculated using the formula: Total Dispositions – Total Retained Cases – Total Cases in which an appointed attorney was paid using data reported to both TIDC and the Texas Office of Court Administration, divided by Total Dispositions.

⁵ The Potter County policy monitoring review began with an onsite visit in July 2007. An initial report was issued in January 2008. A follow-up review report (to ensure initial report recommendations had been addressed) was issued in June 2009. The review was closed in August 2010.

⁶ The Randall County policy monitoring review began with an onsite visit in June 2012. An initial report was issued in October 2012. A follow-up review report (to ensure initial report recommendations had been addressed) was issued in January 2016. The review has not yet been closed.

creating a public defender office.

III. FACTORS

There are several factors to consider when creating a public defender office. This Section considers some of the most common: Quality; Scope; Caseloads; Costs, Savings, and Efficiencies; Governance; and Grant Funding. For each factor, this Section also describes the assumptions made in the models below. To varying degrees, each of the variables discussed may be adjusted to strike the right balance between cost-effectiveness and quality representation.

A. Quality

While quality representation may be possible in a variety of indigent defense systems, properly funded and managed PDOs reliably deliver quality representation. PDOs can help ensure quality in three ways: (1) providing necessary support services such as investigators and mental health case workers in-house; (2) supervising and assessing attorney performance; and (3) employing quality controls, such as in-house training and maximum caseloads. PDOs can provide judges and county officials with a single point of contact for defense-oriented issues, as well as a defense voice in local criminal justice policy discussions. PDOs may also help jurisdictions meet local and national standards.⁷

The models below assume that, given the region's size, case volume, and indigent defense history, a PDO will increase quality representation, helping the region consistently meet local, national, and constitutional standards.

B. Scope

PDOs may handle a variety of cases: felony, misdemeanor, juvenile, appellate, or mental health. Some PDOs focus on one or more of these case types, while others represent clients in each of the categories above. For discussion purposes, the models

⁷ See, e.g., American Bar Association. *Ten Principles of a Public Defense System* (2002), https://www.americanbar.org/content/dam/aba/administrative/legal_aid_indigent_defendants/ls_sclaid_def_tenprinciplesbooklet.authcheckdam.pdf. Creation of a PDO helps ensure adherence to these principles, considered the fundamental criteria necessary to design a system that provides effective, efficient, and ethical legal representation for indigent criminal defendants. An office would help ensure independence from the judiciary, parity in resources between the prosecution and defense, controlled workload for defenders, and the systematic supervision of cases.

below assume that the PDO will handle felony, misdemeanor, and juvenile cases, as well as cases for defendants with mental illness. The models do not include appeals.

In each of these case types, PDOs may represent nearly all of a jurisdiction’s criminal defendants, a small fraction of those defendants, or something in between. For several reasons—including managing workloads and conflicts—it is usually desirable to provide representation through some combination of a PDO and an assigned counsel system. For discussion purposes, the models below assume the PDO will handle 75% of all felony, misdemeanor, and juvenile cases, as well as all non-conflict cases of defendants with mental illness. These mental health cases are estimated to comprise approximately 15% of adult indigent defense cases. Private counsel will handle 25% of all cases, including conflict cases (estimated at 10% of all cases), appeals, felony, misdemeanor, and juvenile cases.

C. Caseloads and Staffing

Caseloads vary widely among PDOs. The ideal attorney caseload balances efficiency and effectiveness, ensuring fiscal soundness and quality representation. In determining potential PDO staffing levels, TIDC uses its Guidelines.⁸ Under the Guidelines, an attorney’s estimated maximum caseload is 128 felony cases, 226 misdemeanor cases, or 31 appeals cases per year (or a proportionally weighted blend of the three).

The models below are based loosely on the Guidelines and assume that, by relying on in-house investigators, mental health social workers, and caseworkers, attorneys might reasonably handle a caseload slightly above the typical rate: 138 felony cases, 239 misdemeanor cases, 200 juvenile cases, or 200 mental health cases per year.⁹ The

⁸ *Guidelines for Indigent Defense Caseloads: A Report to the Texas Indigent Defense Commission*, Public Policy Research Institute, Texas A&M University (2015), available at http://www.tidc.texas.gov/media/31818/150122_weightedcl_final.pdf. TIDC has also developed guidelines for representation in juvenile delinquency cases and appeals. See *Juvenile Addendum: Guidelines for Indigent Defense Caseloads*, Public Policy Research Institute, Texas A&M University (2016), available at http://www.tidc.texas.gov/media/50834/161214_wcl-juvenile.pdf. See *Appellate Addendum: Guidelines for Indigent Defense Caseloads*, Public Policy Research Institute, Texas A&M University (2016), available at http://www.tidc.texas.gov/media/50833/161214_wcl-appellate.pdf.

⁹ TIDC attempts to fund new public defender offices with a support staffing ratio of one investigator for every five attorneys. National Advisory Commission on Criminal Justice Standards and Goals, *Task Force on Courts*, Standard 13.12 (1973).

models further assume that the chief public defender and deputy chief public defender would each carry a minimal caseload (10 percent of the recommended Guidelines), using the remaining time to conduct administrative duties, manage and supervise staff, assist staff with cases, and provide training and mentoring. The models assume that the chief defender and deputy defenders are primarily focused on oversight and management rather than on direct caseloads. Both models assume the chief and deputies will carry caseloads equivalent to 10 percent.

D. Costs, Savings, and Efficiencies

PDOs can provide cost savings through economies of scale, decreased administrative costs, greater budget predictability, docket management, and reduced jail populations. Regions where representation previously failed to meet state, national, and constitutional standards may realize lower cost savings, as PDOs normally raise the quality of representation, ensuring compliance with those standards.

“Economies of scale” refers to efficient case processing and improved representation when indigent defense services are provided by a single organization rather than many solo practitioners, each with separate offices and overhead. PDO attorneys share support staff, knowledge, and resources. This results in model forms and motions, in-house training, and matching cases based on attorney experience and expertise. Case data can be collected and analyzed to examine case outcomes, attorney performance, and cost drivers. PDOs help ensure that a qualified criminal defense attorney is always available at the courthouse whenever a judge needs one to represent an indigent defendant.

PDOs reduce administrative costs for judges, court personnel, and county auditors. Fewer decisions need to be made regarding which attorneys to appoint to cases and voucher review and approval—greatly reducing processing costs and payments. Case rescheduling, resets, and calls searching for missing attorneys are reduced, because PDOs can ensure that attorneys are present at all case settings.

PDOs also provides greater budget predictability for the county regarding indigent defense expenditures. Assuming case levels do not increase dramatically, PDOs can absorb fluctuations in the volume of indigent cases.

Jail costs is one of the biggest areas of potential savings provided by PDOs,

particularly regarding defendants with mental health issues. For example, the Fort Bend County Mental Health Public Defender cut client pretrial jail days in half, saving the county \$2,500 per misdemeanor and \$7,000 per felony case. The Wichita County Public Defender’s mental health caseworker saved the county over \$93,000 from 2015-16 by cutting jail days, reducing unnecessary psychological evaluations, and assisting court-appointed attorneys with mental health record reviews. The Travis County Mental Health Public Defender’s clients had lower recidivism rates and faster case dispositions than similar non-public defender defendants. The Kaufman County PDO reduced the pretrial misdemeanor population (not just mental health cases) from an average of 40 to 30, and reduced the local jail population from an average of 306 to 245 due to quicker case dispositions.¹⁰ PDOs can expedite appointment of counsel for jailed indigent defendants by monitoring jail intake and ensuring that unrepresented defendants have applied for the appointment of counsel. PDO attorneys can apply for personal bonds or bond reductions for jailed indigent clients who cannot afford bail or are mentally ill, and potentially resolve cases sooner.

While PDOs provide opportunities for increased efficiency and cost savings, they often require substantial startup investments to cover office space, hiring, and purchasing furniture and computers. Additionally, there are frequently costs associated with providing higher-quality representation—for example, when misdemeanor appointment rates rise¹¹ or for greater utilization of investigators, social workers, or mental health case workers.

Salaries also vary widely among PDOs. Generally, there should be parity in resources and salaries between defense counsel and prosecutors with similar levels of responsibility. The models below assume that the chief defender will be paid an annual salary of \$110,000; deputy chief defenders will be paid \$90,000; felony, juvenile, and mental health defenders will be paid \$70,000; misdemeanor defenders will be paid \$55,000; mental health caseworkers will be paid \$40,000; and legal secretaries will be

¹⁰ Task Force on Indigent Defense, Texas Office of Court Admin. *Blueprint for Creating a Public Defender Office in Texas* 8 (2008).

¹¹ Statewide 46% of misdemeanor defendants received appointed counsel in FY2017. In Potter County, approximately 22% of misdemeanor defendants receive appointed counsel (three-year average), but 45% of misdemeanor arrestees requested counsel after arrest (three-year average). Defendants may also make in-court requests for counsel.

paid \$35,000. These salaries should be comparable to those of prosecutors in the region, as well as to defenders in other regions across Texas.

E. Governance

PDOs require oversight structure. Although PDOs may be created by commissioners courts, counties have found the need for a more robust governance structure. Jurisdictions forming PDOs have found it helpful to create an oversight board that brings together stakeholders. PDO oversight boards are specifically provided for in Article 26.045, Code of Criminal Procedure. The article provides a wide array of potential stakeholders who could be designated to serve on the board, including judges, commissioners, attorneys, and community and client representatives. The article also permits counties to delegate powers under Article 26.044 to an oversight board.

TIDC strongly recommends formation of an oversight board, and all PDOs formed since the passage of the Fair Defense Act have included an oversight board. If counties decide to proceed with the creation of a PDO, careful consideration will need to be given to oversight board membership and responsibilities. Typical duties assigned to oversight boards include:

- Screening and interviewing candidates for the chief defender position and to presenting recommendations for the selection or removal of the chief defender.
- Reviewing and providing strategic guidance regarding PDO policies, procedures, and organizational structure.
- Developing and monitoring the office's budget and operations and providing strategic guidance on challenges faced by the program.

F. Grant Funding

Texas currently has 18 county and regional PDOs, most of which were developed through TIDC's multi-year discretionary grants.¹² TIDC grants assist with the creation of new PDOs and largely offset start-up and transition costs. Typical discretionary grant funding for new PDOs reimburse one half of costs over four years as follows: 80% of costs in the first year (including any one-time start-up costs), 60% in the second year, 40% in the third year, and 20% in the fourth year. Counties receiving discretionary grants also

¹² See Appendix D.

remain eligible for TIDC formula grants, which are calculated based on county population and total net indigent defense spending. Estimated grant support is detailed for each of the models presented below.

Under a private assigned counsel system, cases are paid upon disposition, but costs for PDOs begin immediately upon staffing. The larger TIDC reimbursement for PDO costs in the first few years helps counties offset transition costs as assigned counsel cases that were initiated before the PDO's creation are disposed and paid. Additionally, one-time start-up costs are funded at the higher percentage. Because TIDC has worked closely with PDOs across the state, it is well-positioned to facilitate consultation with existing offices to help navigate PDO creation. TIDC will continue to partner with jurisdictions launching PDOs by working to secure discretionary and other grant funding and to provide other technical assistance.

IV. Models

Based on the assumptions above, TIDC has developed two PDO models¹³ for discussion purposes:

- **Model A:** Amarillo Regional PDO (serving Potter, Randall and Armstrong)
- **Model B:** Potter County PDO

These models are not intended as full proposals. Rather, they are a springboard for further discussion. Many of the factors explored in the previous Section and the estimates incorporated into the draft budgets are variable and can be adjusted to strike the proper balance between cost-effectiveness and quality representation. Although overall costs would increase under the models, the services delivered are considerably greater, with specialized mental health defenders and social workers, improved attorney oversight, accountability and quality controls, and far higher misdemeanor appointment rates.

A. MODEL A: AMARILLO REGIONAL PUBLIC DEFENDER OFFICE

Model A is a regional PDO covering Armstrong, Potter, and Randall Counties. The model includes 24 attorneys (including the chief defender and 2 deputies), 3

¹³ Both projections assume misdemeanor appointment rates will increase to the FY2017 state average (46 percent).

investigators, 4 legal secretaries, 4 social workers for mental health cases, and 2 mental health caseworkers. Projected total annual indigent defense costs under this model are \$3.9 million, with the PDO comprising \$3 million and assigned counsel approximately \$750,000 (plus about \$123,000 for the capital regional public defender office), an annual cost increase of approximately \$1.28 million over the three-year spending average from 2015 to 2017. This is an increase of approximately 50% over current spending levels across the three counties.

As detailed in the funding models below, TIDC could potentially provide discretionary grants of approximately \$6.1 million over four years to assist the counties in implementing a regional PDO. After estimating TIDC formula grants and recoupment from defendants, estimated net county indigent defense costs for the regional approach would average \$1.67 million per year over the first four years, slightly higher than current expenditures (\$1.56 million).

**Analysis of Annual Indigent Defense Costs: Regional Public Defender
(Armstrong, Potter, and Randall Counties) Compared to Current Practices**

	New Regional Public Defender Office	Current Practice
Regional Public Defender Office Estimates		
Expected Public Defender Cases	3,814	n/a
Felony PDO Cases	1,731	n/a
Misdemeanor PDO Cases	1,167	n/a
Juvenile PDO Cases	192	n/a
Appeals PDO Cases	0	n/a
Mental Health PDO Cases	724	n/a
Expected PDO Expenses (Before Grants)	\$3,010,050	n/a
Attorney Salaries	\$1,685,000	n/a
Investigative Salaries	\$150,000	n/a
Mental Health Support Salaries	\$300,000	n/a
Administrative Support Salaries	\$140,000	n/a
Other Expenses (Fringe, misc. operating)	\$735,050	n/a
3-County Assigned Counsel Estimates		
Expected Assigned Counsel Cases	1,311	4,085
Felony Cases	721	2,884
Misdemeanor Cases	486	905
Juvenile Cases	64	256
Appeals Cases	40	40
Expected Assigned Counsel Expenses	\$751,900	\$2,483,000
Attorney Fees	\$715,100	\$2,357,500
Investigative Expenses	\$6,900	\$23,500
Other Expenses	\$29,900	\$102,000
Expected Total Indigent Defense Cases	5,125	4,085
Regional Public Defender Office for Capital Cases Total of 3 County Contributions	\$122,976	\$122,976
Expected Total Indigent Defense Costs (not including grants or recoupment from defendants)	\$3,884,926	\$2,605,976

**Proposed Funding Model: Regional Model A
Total Program**

	Year 1	Year 2	Year 3	Year 4	4-Year Total	Year 5
Total Estimated Cost of Public Defender	\$3,109,150	\$3,010,050	\$3,010,050	\$3,010,050	\$12,139,300	\$3,010,050
TIDC/County Cost Sharing	80%/20%	60%/40%	40%/60%	20%/80%	50%/50%	N/A
Estimated TIDC Discretionary Grant	\$2,487,320	\$1,806,030	\$1,204,020	\$602,010	\$6,099,380	N/A
Estimated Net County Cost of Public Defender	\$621,830	\$1,204,020	\$1,806,030	\$2,408,040	\$6,039,920	\$3,010,050
Estimated Assigned Counsel Costs	\$751,900	\$751,900	\$751,900	\$751,900	\$3,007,600	\$751,900
Estimated Cost of RPDO for Capital Cases	\$122,976	\$122,976	\$122,976	\$122,976	\$491,904	\$122,976
Less Projected TIDC Formula Grant	\$230,183	\$192,557	\$203,880	\$249,152	\$875,772	\$277,699
Less Projected Recoupment	\$494,831	\$494,831	\$494,831	\$494,831	\$1,979,324	\$494,831
Estimated Net Indigent Defense Costs	\$771,692	\$1,391,508	\$1,982,195	\$2,538,933	\$6,684,328	\$3,112,396

**Proposed Funding Model: Regional Model A
Potter County Detail**

	Year 1	Year 2	Year 3	Year 4	4-Year Total	Year 5
Total Estimated Cost of Public Defender	\$1,955,655	\$1,893,321	\$1,893,321	\$1,893,321	\$7,635,618	\$1,893,321
TIDC/County Cost Sharing	80%/20%	60%/40%	40%/60%	20%/80%	50%/50%	N/A
Estimated TIDC Discretionary Grant	\$1,564,524	\$1,135,993	\$757,328	\$378,664	\$3,836,509	N/A
Estimated Net County Cost of Public Defender	\$391,131	\$757,328	\$1,135,993	\$1,514,657	\$3,799,109	\$1,893,321
Estimated Assigned Counsel Costs	\$479,400	\$479,400	\$479,400	\$479,400	\$1,917,600	\$479,400
Estimated Cost of RPDO for Capital Cases	\$61,033	\$61,033	\$61,033	\$61,033	\$244,132	\$61,033
Less Projected TIDC Formula Grant	\$123,744	\$100,551	\$101,515	\$136,143	\$461,953	\$154,100
Less Projected Recoupment	\$203,645	\$203,645	\$203,645	\$203,645	\$814,580	\$203,645
Estimated Net Indigent Defense Costs	\$604,175	\$993,565	\$1,371,266	\$1,715,302	\$4,684,308	\$2,076,009

**Proposed Funding Model: Regional Model A
Randall County Detail**

	Year 1	Year 2	Year 3	Year 4	4-Year Total	Year 5
Total Estimated Cost of Public Defender	\$1,134,840	\$1,098,668	\$1,098,668	\$1,098,668	\$4,430,844	\$1,098,668
TIDC/County Cost Sharing	80%/20%	60%/40%	40%/60%	20%/80%	50%/50%	N/A
Estimated TIDC Discretionary Grant	\$907,872	\$659,201	\$439,467	\$219,734	\$2,226,274	N/A
Estimated Net County Cost of Public Defender	\$226,968	\$439,467	\$659,201	\$878,934	\$2,204,570	\$1,098,668
Estimated Assigned Counsel Costs	\$270,900	\$270,900	\$270,900	\$270,900	\$1,083,600	\$270,900
Estimated Cost of RPDO for Capital Cases	\$60,943	\$60,943	\$60,943	\$60,943	\$243,772	\$60,943
Less Projected TIDC Formula Grant	\$100,101	\$85,908	\$96,099	\$106,571	\$388,679	\$116,989
Less Projected Recoupment	\$291,186	\$291,186	\$291,186	\$291,186	\$1,164,744	\$291,186
Estimated Net Indigent Defense Costs	\$167,524	\$394,216	\$603,759	\$813,020	\$1,978,519	\$1,022,336

**Proposed Funding Model: Regional Model A
Armstrong County Detail**

	Year 1	Year 2	Year 3	Year 4	4-Year Total	Year 5
Total Estimated Cost of Public Defender	\$18,655	\$18,060	\$18,060	\$18,060	\$72,835	\$18,060
TIDC/County Cost Sharing	80%/20%	60%/40%	40%/60%	20%/80%	50%/50%	N/A
Estimated TIDC Discretionary Grant	\$14,924	\$10,836	\$7,224	\$3,612	\$36,596	N/A
Estimated Net County Cost of Public Defender	\$3,731	\$7,224	\$10,836	\$14,448	\$36,239	\$18,060
Estimated Assigned Counsel Costs	\$1,600	\$1,600	\$1,600	\$1,600	\$6,400	\$1,600
Estimated Cost of RPDO for Capital Cases	\$1,000	\$1,000	\$1,000	\$1,000	\$4,000	\$1,000
Less Projected TIDC Formula Grant	\$6,338	\$6,098	\$6,266	\$6,438	\$25,140	\$6,610
Less Projected Recoupment	\$0	\$0	\$0	\$0	\$0	\$0
Estimated Net Indigent Defense Costs	\$0	\$3,726	\$7,170	\$10,610	\$21,506	\$14,050

B. MODEL B: POTTER COUNTY PUBLIC DEFENDER OFFICE

Model B is a countywide office for Potter County and requires 16 attorneys, 2 investigators, 2 legal secretaries, 2 social workers for mental health cases, and 1 mental health caseworker. To arrive at the number of attorneys needed for a potential office, TIDC staff divided the expected number of appointed cases with the maximum caseloads from the Guidelines.¹⁴ Projected total annual indigent defense costs under this model are \$2.46 million, with the PDO comprising \$1.9 million and assigned counsel \$500,000. This represents an annual cost increase of approximately \$830,000 over the three-year spending average from 2015 to 2017 (and assumes the number of misdemeanor defendants receiving appointed counsel will more than double). This is an increase of approximately 50% over current spending levels for the county.

As detailed in the funding model below, TIDC could potentially provide discretionary grants of approximately \$3.9 million over four years to assist Potter County in implementing a PDO. After estimating TIDC formula grants and recoupment from defendants, estimated net county indigent defense costs for the single county approach would average \$1.18 million per year over the first four years, which is negligibly higher than current indigent defense expenditures (\$1.12 million).

¹⁴ If caseload caps are set above the Guidelines, the required staffing levels decrease.

Analysis of Annual Indigent Defense Costs: Potter County Public Defender Compared to Current Practices

	New Potter County Public Defender Office	Current Practice
Potter County Public Defender Estimates		
Expected Total Public Defender Cases	2,395	n/a
Felony PDO Cases	1,108	n/a
Misdemeanor PDO Cases	733	n/a
Juvenile PDO Cases	95	n/a
Appeals PDO Cases	0	n/a
Mental Health PDO Cases	460	n/a
Expected Total PDO Expenses (Before Grants)	\$1,923,350	n/a
Attorney Salaries	\$1,135,000	n/a
Investigative Salaries	\$100,000	n/a
Mental Health Support Salaries	\$150,000	n/a
Administrative Support Salaries	\$70,000	n/a
Other Expenses (Fringe ¹⁵ , misc. operating)	\$468,350	n/a
Potter County Assigned Counsel Estimates		
Expected Total Assigned Counsel Cases	826	2,598
Felony Cases	462	1,847
Misdemeanor Cases	305	598
Juvenile Cases	32	126
Appeals Cases	27	27
Expect. Tot. Assigned Counsel Expenses	\$479,400	\$1,575,000
Attorney Fees	\$450,600	\$1,480,000
Investigative Expenses	\$4,500	\$15,000
Other Expenses	\$24,300	\$80,000
Expected Total Indigent Defense Cases	3,221	2,598
Regional Public Defender Office for Capital Cases Total County Contribution	\$61,033	\$61,033
Expected Total Indigent Defense Costs (not including grants or recoupment from defendants)	\$2,463,783	\$1,636,033

¹⁵ This analysis assumes a 28% fringe benefit rate.

**Proposed Funding Model
Model B: Single County (Potter)**

	Year 1	Year 2	Year 3	Year 4	4-Year Total	Year 5
Total Estimated Cost of Public Defender	\$1,984,650	\$1,923,350	\$1,923,350	\$1,923,350	\$7,754,700	\$1,923,350
TIDC/County Cost Sharing	80%/20%	60%/40%	40%/60%	20%/80%	50%/50%	N/A
Estimated TIDC Discretionary Grant	\$1,587,720	\$1,154,010	\$769,340	\$384,670	\$3,895,740	N/A
Estimated Net County Cost of Public Defender	\$396,930	\$769,340	\$1,154,010	\$1,538,680	\$3,858,960	\$1,923,350
Estimated Assigned Counsel Costs	\$479,400	\$479,400	\$479,400	\$479,400	\$1,917,600	\$479,400
Estimated Cost of RPDO for Capital Cases	\$61,033	\$61,033	\$61,033	\$61,033	\$244,132	\$61,033
Less Projected TIDC Formula Grant	\$123,744	\$100,778	\$113,527	\$137,061	\$475,110	\$155,408
Less Projected Recoupment	\$203,645	\$203,645	\$203,645	\$203,645	\$814,580	\$203,645
Estimated Net Indigent Defense Costs	\$609,974	\$1,005,350	\$1,377,271	\$1,738,407	\$4,731,002	\$2,104,730

V. CONCLUSION

Based on the region’s size, case volume, and indigent defense history, it appears that a PDO is desirable and will increase quality representation, helping the region consistently meet local, national, and constitutional standards. Additionally, with TIDC financial and technical assistance, it appears that a PDO is feasible. TIDC stands ready to partner with Potter, Randall, and Armstrong Counties to (1) create a PDO suited to that region; and (2) secure technical and financial assistance.

Appendix A

**TABLE 1.1 — FY2017 POTTER, RANDALL, AND ARMSTRONG COUNTY
INDIGENT DEFENSE EXPENDITURES**

	Armstrong	Potter	Randall	Total
Total Indigent Defense Expenditures	\$14,430	\$1,722,886	\$1,080,057	\$2,817,373
Felony Case Expenses	\$8,400	\$1,280,454	\$712,369	\$2,001,223
Misd Case Expenses	\$3,580	\$234,039	\$204,363	\$441,982
Juvenile Case Expenses	\$1,450	\$83,831	\$89,008	\$174,289
Appeals Case Expenses		\$84,548	\$34,364	\$118,912

**TABLE 1.2 — 2016 ACTUAL INDIGENT DEFENSE COSTS WITH TIDC
FORMULA GRANTS AND RECOUPMENT FROM DEFENDANTS INCLUDED**

	Armstrong	Potter	Randall	3-County Total
Total Indigent Defense Expenditures	\$6,013	\$1,500,405	\$829,493	\$2,335,911
Less TIDC Formula Grants¹⁶	\$6,199	\$136,848	\$104,967	\$248,014
Less Recouped from Defendants¹⁷	\$0	\$237,486	\$289,558	\$527,044
Actual Indigent Defense Costs Paid by Counties	(\$186)	\$1,126,071	\$434,968	\$1,560,853
Percent Paid by County	-3.09%	75.05%	52.44%	66.81%

¹⁶ Formula grants are 50% based upon a county's population and 50% based upon a county's indigent defense spending in the prior year. As a result, if a county spends a high amount in one year and a lower amount the next year, it is possible that the county's grant for the given year could be higher than the spending for that year.

¹⁷ Recoupment figures based on a five-year average amount recouped by defendants by each county.

**TABLE 1.3 —FY2017 INDIGENT DEFENSE APPOINTMENT RATES IN
POTTER, RANDALL, AND ARMSTRONG COUNTY AND TEXAS**

	Armstrong	Potter	Randall	3-County Total	Texas
Population Estimate¹⁸	1,933	123,268	131,527	256,728	27,725,192
Misd Cases Added	15	2,372	1,526	3,913	469,583
Misd Cases Paid	6	578	434	1,018	216,981
Misd Appointment Rate	40%	24%	28%	26%	46%
Felony Cases Added	16	2,257	1,349	3,622	282,626
Felony Cases Paid	11	2,069	954	3,034	211,839
Felony Appointment Rate	69%	92%	71%	84%	75%
Juvenile Cases Paid	04	195	131	330	41,989
Appeals Paid	0	30	16	46	2,652

¹⁸ The population estimates are for Jan. 1, 2016.

TABLE 1.4 — CASELOAD DATA FOR POTTER COUNTY INDIGENT DEFENSE ATTORNEYS ACROSS ALL COUNTIES IN FY2017

Attorney Name	Felony Cases Paid	Misd. Cases Paid	Juvenile Cases Paid	Appeals Cases Paid	Total Cases Paid	# Attorneys Req'd per WCG*	Total Paid	% Time Devoted to Indigent Defense in all Counties	# Attorneys Req'd Factoring all Cases
HILL, JEFFREY ALAN	189	44	18		251	1.69	\$149,889	81%	2.09
BARFIELD, WAYNE B.	138	22	3	7	170	1.42	\$131,243	59%	2.41
MARTINDALE, MATTHEW C.	139	66	12	0	217	1.40	\$97,075	55%	2.55
TALLEY, JOHN D.	141	39	7		187	1.29	\$116,150	74%	1.74
BROWN, CATHERINE E.	139	31	8		178	1.24	\$108,148	88%	1.41
HAMMONS, TROY DON	129	44	12		185	1.22	\$99,450	58%	2.10
WILLIAMSON, L. VAN	141	15	1		157	1.19	\$84,830	100%	1.19
WALKER, MISTY LYNN	140	9	3	0	152	1.15	\$70,173	100%	1.15
HATTER, QUENTON T.	123	31	3	1	158	1.15	\$96,745	100%	1.15
MCELROY, CRISTY JO	121	29	4		154	1.09	\$87,960	Not reported	n/a
RAY, LENDON E.	119	27	9	0	155	1.06	\$93,553	72%	1.47
CAREY, DARRELL R.	96	33	17	2	148	0.97	\$110,300	21%	4.62
WATKINS, JOHN M.	108	22	13		143	0.95	\$96,581	38%	2.50
WARNER, MICHAEL A.	109	18			127	0.94	\$69,500	16%	5.88
TIDMORE, TRAVIS L.	106	19	0	0	125	0.93	\$63,061	78%	1.19
WILSON, JOE MARR	97	23	10	1	131	0.90	\$84,279	70%	1.29
DENNY, STEVEN MICHAEL	97	12		2	111	0.89	\$69,270	70%	1.27
WOOLDRIDGE, JAMES E.	102	3		1	106	0.85	\$69,525	60%	1.42
HARWOOD, GEORGE N.	93	22	8		123	0.84	\$80,925	37%	2.27
TURMAN, RYAN LEE	87	31	7		125	0.83	\$54,863	85%	0.98
ABBOTT, JAMES L.	76	29		2	107	0.80	\$61,450	30%	2.67
HATHAWAY, DIANA	81	33	11		125	0.79	\$67,163	63%	1.25
BATSON, JOSEPH D.	87	13			100	0.75	\$56,853	75%	1.00
BAILEY, RUS L.	82	4			86	0.67	\$55,918	100%	0.67

Attorney Name	Felony Cases Paid	Misd. Cases Paid	Juvenile Cases Paid	Appeals Cases Paid	Total Cases Paid	# Attorneys Req'd per WCG*	Total Paid	% Time Devoted to Indigent Defense in all Counties	# Attorneys Req'd Factoring all Cases
BENNETT, JOHN C.	3	0	0	18	21	0.60	\$49,379	100%	0.60
MCKINNEY, WILLIAM R.	68	9			77	0.58	\$39,570	Not reported	n/a
CLARK, JAMES	57	24	2		83	0.56	\$39,450	20%	2.80
PIRTLE, CODY MICHAEL	49	30	2		81	0.52	\$37,651	22%	2.36
MORALES, JERRY E.	54	20	13		87	0.52	\$45,637	63%	0.83
EDWARDS, VAAVIA R.	56	16			72	0.52	\$42,750	30%	1.73
STEMPLE, DONALD D.	44	33	5		82	0.50	\$40,740	100%	0.50
HUCKABAY, BRENT C.	50	22	1		73	0.49	\$34,988	32%	1.53
COPPEDGE, LEWIS	51	18	1		70	0.48	\$45,330	60%	0.80
BOREN, DENNIS RAY	51	13			64	0.46	\$34,169	Not reported	n/a
TERRY, JOHN EDWARD	48	15	4		67	0.45	\$40,600	Not reported	n/a
HENDERSON, JEFFREY T.	45	14	9		68	0.42	\$39,300	100%	0.42
MCCOY, DIANNA LEE	44	15	1		60	0.42	\$36,425	87%	0.48
JOHNSTON, JAMES B.	20			7	27	0.38	\$22,033	27%	1.41
MCLAUGHLIN, JERRY D.	36	21	6		63	0.38	\$32,350	25%	1.52
CROFFORD, GRETA R.	44	6	2		52	0.38	\$25,431	Not reported	n/a
MULANAX, MAURITA ERIN	31	29	7	0	67	0.37	\$31,556	100%	0.37
NETARDUS, HILLARY S.				10	10	0.32	\$13,251	100%	0.32
CHRISTIE, DONNA K.	25	11	3	2	41	0.31	\$27,750	42%	0.74
SCHMIDT, JACOB DAVID	26	21	4	0	51	0.30	\$25,503	Not reported	n/a
PERRY, RICHARD W.	28	4	1		33	0.24	\$11,000	Not reported	n/a
COOK, JOEL ROBERT				7	7	0.22	\$19,371	Not reported	n/a
NANCE, ROBYN NICOLE	18	15	7		40	0.21	\$52,919	Not reported	n/a
COATS, ERIC S.	9	1		4	14	0.20	\$20,635	100%	0.20
ELDRIDGE, TATE J.	23	1			24	0.19	\$18,750	20%	0.95
HERRMANN, PAUL	13	10			23	0.15	\$22,398	95%	0.16
CARTER, PHILLIP M.			102	4	106	0.13	\$33,700	50%	0.26

Attorney Name	Felony Cases Paid	Misd. Cases Paid	Juvenile Cases Paid	Appeals Cases Paid	Total Cases Paid	# Attorneys Req'd per WCG	Total Paid	% Time Devoted to Indigent Defense in all Counties	# Attorneys Req'd Factoring all Cases
JACKSON, JOEL BEN		27	10		37	0.12	\$14,908	Not reported	n/a
ZAVALA, STACY		23	2		25	0.10	\$11,000	25%	0.40
ROBINSON, CRISTAL D.		23	2		25	0.10	\$10,900	5%	2.00
FRAUSTO, TITIANA D.		21	6		27	0.09	\$11,300	Not reported	n/a
HANEY, KERRY BRIAN		21	1		22	0.09	\$8,150	40%	0.23
HALES, GRAYSON CADE	10	3			13	0.09	\$6,450	64%	0.14
MCKIBBEN, DALLAS E.	7				7	0.06	\$3,800	15%	0.40
BLACKWELL, TROY A.		10			10	0.04	\$4,150	10%	0.40
CROSS, JANIS A.		7	2		9	0.03	\$3,650	30%	0.10
SMITH, LYNDA	3	1	3		7	0.03	\$6,800	5%	0.60
PIRTLE, TIMOTHY		6	8		14	0.03	\$10,750	Not reported	n/a
NEVAREZ, NICHOLAS		6	6		12	0.03	\$4,800	Not reported	n/a
PALMER, APRIL		3	1		4	0.01	\$1,800	Not reported	n/a

* TIDC's Weighted Caseload Guidelines

Appendix B

Model “A” Caseload & Budget Estimate Worksheet: Amarillo Regional Public Defender (3-County)

1. Caseload	Total	Misd	Felony	Juvenile
<i>A. Total Estimated Annual Cases</i>	7,839	4,229	3,354	256
<i>Potter County</i>	4,928	2,655	2,147	126
<i>Randall County</i>	2,863	1,540	1,194	129
<i>Armstrong County</i>	48	34	13	1
B. Total Estimated Annual Indigent Cases				
% of Total Cases Added that are Indigent	—	46%	86%	100%
Estimated Annual Total Trial-Level Indigent Defense Cases	5,086	1,945	2,884	256
C. Caseload Split				
Non-MH Public Defender Caseload (60% of indigent defense cases)	3,090	1,167	1,731	192
MH Public Defender Caseload (15% of adult indigent defense cases)	724	292	433	
Private Assigned Counsel (25% of total indigent defense cases)	1,271	486	721	64
2. Staff				
<i>A. Non-MH Public Defender Caseload</i>	3,090	1,167	1,731	192
<i>B. Non-MH Attorney Caseloads based on the Weighted Caseload Study</i>	—	239	138	200
<i>C. Number of Attorneys Needed</i>	18.0	4.9	12.5	1.0
<i>D. Number of Support Staff (1 investigator and 1 legal secretary per 5 attorneys)</i>	7	1.95	5.02	0.38
A. MH Public Defender Caseload				
<i>A. MH Public Defender Caseload</i>	724	292	433	
<i>B. MH Attorney Maximum Caseloads</i>		200	200	
<i>C. Number of Attorneys Needed</i>	3.0	1.5	2.2	
<i>D. Number of Support Staff (1 Social worker per MH attorney and 1 MH case worker per 2 MH attorneys)</i>	5	2.19	3.24	

3. Rough Draft Budget	Total	Misdemeanor	Felony	Juvenile	Mental Health
<i>A. Total Staff Salaries</i>	\$ 2,275,000	\$ 420,000	\$ 1,164,800	\$ 93,200	\$ 597,000
Chief Defender (1)	\$ 110,000	\$ 27,500	\$ 61,600	\$ 4,400	\$ 16,500
Deputy Chief PDs (2)	\$ 180,000	\$ 45,000	\$ 100,800	\$ 7,200	\$ 27,000
Felony Defender (12)	\$ 840,000	\$ -	\$ 840,000	\$ -	
Misdemeanor Defender (5)	\$ 275,000	\$ 275,000	\$ -	\$ -	
MH Defender (3)	\$ 210,000				\$ 210,000
Juvenile Defender (1)	\$ 70,000	\$ -	\$ -	\$ 70,000	
Investigator (3)	\$ 150,000	\$ 37,500	\$ 84,000	\$ 6,000	\$ 22,500
MH Caseworkers (2)	\$ 80,000				\$ 80,000
MH Social Workers (4)	\$ 220,000				\$ 220,000
Support Staff (4)	\$ 140,000	\$ 35,000	\$ 78,400	\$ 5,600	\$ 21,000
<i>B. Fringe (28%)</i>	\$ 637,000	\$ 159,250	\$ 356,720	\$ 25,480	\$ 95,550
<i>C. Operating Costs (\$500/yr Tech, \$350/supply)</i>	\$ 31,450	\$ 7,863	\$ 17,612	\$ 1,258	\$ 4,718
<i>D. Rental (150 ft2/person* \$12/ft2/yr *)</i>	\$ 66,600	\$ 16,650	\$ 37,296	\$ 2,664	\$ 9,990
Estimated Total PD	\$ 3,010,050	\$ 603,763	\$ 1,576,428	\$ 122,602	\$ 707,258
Estimated cost per case with PD	\$ 789.14	\$ 517.27	\$ 910.88	\$ 638.55	\$ 976.25
4. Additional Year 1 Expenditures					
<i>A. Equipment</i>					
Computers (37)	\$ 55,500				
Printer (5)	\$ 4,000				
Desks/Chairs (37)	\$ 29,600				
<i>B. Start-Up Supplies</i>	\$ 10,000				
Total Equipment and Supplies	\$ 99,100				
5. Assigned Counsel Costs – (25% of total indigent cases, based on 3YR Avg. Cost/Case)					
<i>A. Felony (\$583/felony)</i>	\$ 420,407				
<i>B. Misdemeanor (\$390/misdemeanor)</i>	\$ 189,671				
<i>C. Juvenile (\$388/juvenile)</i>	\$ 24,832				
<i>D. Appeals (\$2,925/appeal)</i>	\$ 117,000				
Total Cost of Assigned Counsel	\$ 751,910				
6. Total Costs for Public Defender & Assigned Counsel (LESS Equipment and Start-Up Supplies)	\$3,761,960				

Appendix C

Model “B” Caseload and Budget Estimate Worksheet: Potter County Public Defender Office

1. Caseload	Total	Misd.	Felonies	Juvenile
<i>A. Total Estimated Annual Cases</i>	4,928	2,655	2,147	126
B. Total Estimated Annual Indigent Cases				
% of Total Cases Added that are Indigent	—	46%	86%	100%
Estimated Annual Total Trial-Level Indigent Defense Cases	3,194	1,221	1,846	126
C. Caseload Split				
Non-MH Public Defender Caseload (60% of indigent defense cases)	1,935	733	1,108	95
MH Public Defender Caseload (15% of adult indigent defense cases)	460	183	277	
Private Assigned Counsel (25% of total indigent defense cases)	799	305	461	31
2. Staff				
<i>A. Non-MH Public Defender Caseload</i>	1,935	733	1,108	95
<i>B. Non-MH Attorney Caseloads based on the Weighted Caseload Study</i>	—	239	138	200
<i>C. Number of Attorneys Needed</i>	11.5	3.07	8.03	0.47
<i>D. Number of Support Staff (1 investigator and 1 legal secretary per 5 attorneys)</i>	4	1.23	3.21	.19
A. MH Public Defender Caseload				
<i>A. MH Public Defender Caseload</i>	460	183	277	
<i>B. MH Attorney Maximum Caseloads</i>		200	200	
<i>C. Number of Attorneys Needed</i>	2.5	0.9	1.4	
<i>D. Number of Support Staff (1 Social worker per MH attorney and 1 MH case worker per 2 MH attorneys)</i>	3	1.37	2.08	

3. Rough Draft Budget	Total	Misdemeanor	Felony	Juvenile	Mental Health
A. <i>Total Staff Salaries</i>	\$ 1,455,000	\$ 257,500	\$ 767,200	\$ 49,800	\$ 380,500
Chief Defender (1)	\$ 110,000	\$ 27,500	\$ 61,600	\$ 4,400	\$ 16,500
Deputy Chief/First Assistant (1)	\$ 90,000	\$ 22,500	\$ 50,400	\$ 3,600	\$ 13,500
Felony Defender (8)	\$ 560,000	\$ -	\$ 560,000	\$ -	
Misdemeanor Defender (3)	\$ 165,000	\$ 165,000	\$ -	\$ -	
MH Defender (2.5)	\$ 175,000				\$ 175,000
Juvenile Defender (0.5)	\$ 35,000	\$ -	\$ -	\$ 35,000	
Investigator (2)	\$ 100,000	\$ 25,000	\$ 56,000	\$ 4,000	\$ 15,000
MH Caseworkers (1)	\$ 40,000				\$ 40,000
MH Social Workers (2)	\$ 110,000				\$ 110,000
Support Staff (2)	\$ 70,000	\$ 17,500	\$ 39,200	\$ 2,800	\$ 10,500
B. <i>Fringe (28%)</i>	\$ 407,400	\$ 101,850	\$ 228,144	\$ 16,296	\$ 61,110
C. <i>Operating Costs (\$500/yr Tech, \$350/supply)</i>	\$ 19,550	\$ 4,888	\$ 10,948	\$ 782	\$ 2,933
D. <i>Rental (150 ft2/person* \$12/ft2/yr *)</i>	\$ 41,400	\$ 10,350	\$ 23,184	\$ 1,656	\$ 6,210
Estimated Total PD	\$ 1,923,350	\$ 374,588	\$ 1,029,476	\$ 68,534	\$ 450,753
Estimated cost per case with PD	\$ 802.97	\$ 511.19	\$ 929.25	\$ 725.23	\$ 979.56
4. Additional Year 1 Expenditures					
A. <i>Equipment</i>					
Computers (23)	\$ 34,500				
Printer (3)	\$ 2,400				
Desks/Chairs (23)	\$ 18,400				
B. <i>Start-Up Supplies</i>	\$ 6,000				
Total Equipment and Supplies	\$ 61,300				
5. Assigned Counsel Costs – (25% of total indigent cases, based on 3YR Avg. Cost/Case)					
E. <i>Felony (\$583/felony)</i>	\$ 269,116				
F. <i>Misdemeanor (\$390/misdemeanor)</i>	\$ 119,077				
G. <i>Juvenile (\$388/juvenile)</i>	\$ 12,222				
H. <i>Appeals (\$2,925/appeal)</i>	\$ 78,975				
Total Cost of Assigned Counsel	\$ 479,390				
6. Total Costs for Public Defender & Assigned Counsel (LESS Equipment and Start-Up Supplies)	\$2,402,740				

Appendix D

Public Defender Offices in Texas

REGIONAL PUBLIC DEFENDER OFFICES					
Program Name	Location	Services	Year Est.	Estimated Population	Participating Communities
Bee County Regional PDO	Bee County	Regional, Felony, Misdemeanor, Juvenile, Appellate	2009	67,389	Bee, Live Oak, McMullen, Willacy
Caprock Regional PDO (Texas Tech University)	Lubbock County	Regional, Felony, Misdemeanor, Juvenile, Appellate	2011	47,267	Briscoe, Cochran, Dickens, Floyd, Hockley, Kent, King, Motley, Stonewall, Swisher
Starr County Regional PDO	Starr County	Regional, Felony, Misdemeanor, Juvenile, Appellate	2016	79,746	Duval, Jim Hogg, Starr
West Texas Regional PDO	Brewster County	Regional, Felony, Misdemeanor, Juvenile, Appellate	2017	24,569	Brewster, Culberson, Hudspeth, Jeff Davis, Presidio
COUNTY PUBLIC DEFENDER OFFICES					
Program Name	Location	Services	Year Est.	Estimated Population	Participating Communities
Bexar County Public Defender	Bexar County	Felony Appellate, Misdemeanor Appellate, Juvenile Appellate, Misdemeanor Mental Health	2005	1,913,559	Bexar
Bowie County PDO	Bowie County	Felony, Misdemeanor	2008	97,549	Bowie
Burnet County PDO	Burnet County	Felony, Misdemeanor, Juvenile	2012	45,955	Burnet
Cameron County Juvenile PDO	Cameron County	Juvenile	1999	425,194	Cameron
Program Name	Location	Services	Year Est.	Estimated Population	Participating Communities

Colorado County Public Defender	Colorado County	Felony, Misdemeanor, Juvenile	1987	21,866	Colorado
Dallas County PDO	Dallas County	Capital, DNA Exoneration, Felony, Misdemeanor, Juvenile, <i>Padilla</i> Consultation & referrals, CPS & Family Law	1983	2,554,632	Dallas
El Paso County PDO	El Paso County	Capital, Felony, Misdemeanor, Juvenile	1987	840,597	El Paso
Fort Bend County	Fort Bend County	Felony, Misdemeanor, and Mental Health	2010	732,167	Fort Bend
Harris County PDO	Harris County	Felony, Juvenile, Felony Appellate, Misdemeanor Appellate, Misdemeanor Mental Health	2011	4,573,568	Harris
Hidalgo County PDO	Hidalgo County	Felony, Misdemeanor, Juvenile	2005	848,037	Hidalgo
Kaufman County PDO	Kaufman County	Felony, Misdemeanor	2007	115,487	Kaufman
Travis County Juvenile PDO	Travis County	Juvenile	1971	1,190,186	Travis
Travis County Mental Health PDO		Misdemeanor Mental Health	2007		
Webb County PDO	Webb County	Felony, Misdemeanor, Juvenile	1988	275,291	Webb
Wichita County PDO	Wichita County	Felony, Misdemeanor	1989	132,080	Wichita