

BOND REVIEW BOARD STRATEGIC PLAN

For the Fiscal Years 2019-2023

by

Texas Bond Review Board

Governor Greg Abbott, Chairman

Lt. Governor Dan Patrick

Speaker Joe Straus

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Executive Director:



Signed: Robert B. Latsha II, Executive Director

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Agency Mission

The mission of the Bond Review Board (BRB or Board) covers three distinct aspects of state finances:

- to ensure that debt financing is used prudently to meet Texas' infrastructure needs and other public purposes;
- to support and enhance the debt-issuance and debt-management functions of state and local entities; and
- to administer the state's private activity bond allocation.

Agency Philosophy

To pursue its mission, the BRB will conduct itself professionally, both within the agency and with those served. The Board will ensure that an ethical and open exchange of information exists to support efficient and sound debt management policies for state and local governments. Through sound management practices, it will provide its customers and employees with an atmosphere that cultivates a cooperative spirit, fosters productivity and promotes equal opportunity.

Organizational and Fiscal Aspects

The BRB was established by the 70th Legislature in 1987. Statutory authority is Chapter 1231, Texas Government Code. The Board is comprised of the Governor, as Chairman, the Lieutenant Governor, the Comptroller of Public Accounts and the Speaker of the House of Representatives as a non-voting member. Except for Revenue Anticipation Notes, Permanent University Fund issuances and non-general obligation issuances by university systems that have an unenhanced long-term rating of at least AA- or its equivalent, the BRB is responsible for the approval of all state debt issues and lease purchases with an initial principal amount of greater than \$250,000 or a term of longer than five years.

The current number of approved positions is 10, and the agency currently is staffed with 10 FTEs including the Executive Director, Director I, Accountant VII, two Financial Analysts II, two Financial Analysts I, Accountant III, and two Accountants I.

Office organization is divided into three functional areas: state debt, local debt and private activity bond allocation with a member of the professional staff leading each area. For the most part, the remaining staff divides their time in support of these main functions. Agency workgroups meet weekly to discuss matters relating to workload distribution, data curation and cross-training.

Texas has 19 state agencies and universities, as well as 4 non-profit corporations authorized to issue debt that must submit to the Board a detailed report on the various cost of issuance fees incurred from each bond sale as well as a semi-annual report summarizing all outstanding debt of the issuer so that Board staff can update and verify state debt information. The Board focuses on this group for its mission to provide oversight for state debt issuance.

Texas' 1,222 cities, 254 counties, 1,021 school districts and more than 2,100 special districts all have authority to issue debt. Board initiatives focus on compiling this debt information in an efficient

manner for policymakers and other interested parties. BRB approval is not required for local debt issuances.

Agency appropriations for fiscal years 2018 and 2019 totaled \$811,160 and \$815,661. Although the agency is funded solely from the state's general revenue fund, it generates revenue through the receipt of application fees associated with the Private Activity Bond Allocation (PAB) Program. During fiscal years 2016 and 2017 the state received unappropriated general revenue of \$987,156 and \$1,156,383, respectively, in application fees associated with the PAB Program. As of May 31, 2018, the program had provided a total of \$843,989 in unappropriated general revenue from program fees.

The agency's appropriation is highly personnel sensitive with approximately 91% of its budget allocated for salaries. The BRB strives to work as efficiently as possible, the impact of possible limitations on funding for training, travel and professional fees must be analyzed in terms of staff turnover, customer service and internal efficiencies. Schedule F includes a discussion about salary requirements for a responsive workforce.

Technological Developments

Staff continues to work with the Department of Information Resources to maintain compliance with state technology requirements and align operations with the State Strategic Plan for Information Resource Management (SSP or the Plan). The Plan has the following goals: (1) Reliable & Secure Services, (2) Mature IT Resources Management, (3) Cost-Effective & Collaborative Solutions, (4) Data Utility and (5) Mobile & Digital Services. The agency uses this plan as a framework when making IT decisions and has made improvements in several areas.

Connectivity is an objective under the strategic goal of Reliable & Secure Services. The agency has recently upgraded its network infrastructure to handle increased data capacity and emerging technologies, such as VoIP. The upgrade included new switches, cat 6 cabling, and installation of a fiber trunk line. The agency continues to evaluate bandwidth consumption to mitigate future network congestion and ensure efficient, cost-effective delivery of agency services.

Due to the agency's small size and funding, Mature IT Resources Management is an important focus. IT funding is determined by the Executive Director and Chief Financial Officer based on the needs of the agency. All projects are budgeted and reviewed in detail to evaluate the costs and benefits of the project and forecast future funding requirements. The agency's IT support is provided by an IT consultant available on an as-needed basis through an interagency contract with another state government agency. This allows the agency to conserve its IT budget and provide for the operation of its IT systems.

Under the Plan's strategic objective of Cost-Effective & Collaborative Solutions, the agency has recently made improvements in the objectives of Legacy Modernization and Cloud Services. In September 2016, the agency consolidated multiple state and local debt databases into one new SQL database with ad-hoc reporting capabilities. Additionally, the agency has upgraded its business productivity suite to Microsoft Office 365 which provides continuous updates of its core operating software. Under this model the agency has constant access to technical support, improved security features and the most efficient software programs.

The agency has begun the use of cloud services to manage certain of its data hosting by deploying website hosting to Amazon Web Services and email hosting to Microsoft Office 365. This provides the agency with additional flexibility in managing its IT operations and precludes the need to maintain the agency's web and mail servers in-house. It also eliminates service interruptions due to maintenance or agency power outages.

Open Data is an objective under the Plan's strategic goal of Data Utility. Under this objective the agency posts its data online in standard formats for use by the public. These formats include downloadable spreadsheets, searchable databases and documents and reports in pdf format provided through the BFO website at www.brb.texas.gov. The website has been recently redesigned and upgraded to provide greater ease of use by the public. Links to information on the agency's programs and debt statistics are available in multiple spots simplifying navigation by users. In addition, the BRB posts numerous spreadsheets and datasets of debt information to the Texas Open Data Portal for users to access. The benefits of establishing a presence on the web have included increased availability of information to the general public and bond finance community, increased communication with our customers and decreased agency administrative costs. In addition, all agency reports, including the agency's State Debt Annual Report, Local Debt Annual Report, Capital Expenditure Plan and State Debt Affordability Study are available on the agency's website.

The agency is constantly working to improve its offering of digital services. Currently the agency accepts reports from state and local government issuers in electronic and paper format. The agency has online forms for submitting customer surveys and notices of intent to issue bonds. The agency posts electronic archives of debt information online.

To assure that all systems implement new technology and minimize agency downtime, the agency plans to replace hardware at five-year intervals as well as provide training in all systems so that each staff member can utilize the implemented technology.

Agency Goals and Action Plan

Goal 01 Ensure that Texas state debt is issued in a cost-effective manner supported by sound debt-management policies that protect the state's credit ratings and ensure that public officials have access to current information regarding state debt issuance, debt management and capital-planning processes for the state.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

- BRB staff formulated rules and began approval of state bonds and lease-purchase transactions in fiscal year 1988. The BRB has developed and adopted debt issuance guidelines and policies for state issuers to standardize and rationalize the issuance and management of debt by the State of Texas. The primary objective of the guidelines is to establish conditions for the use of debt and to create procedures and policies that minimize the state's debt service and issuance costs, retain the highest possible credit rating, and maintain full and complete financial disclosure and reporting. The policies apply to all debt issued by the State, including leases and any other forms of indebtedness supported by state revenues or revenues from other sources.
- BRB staff analyzes and reports to the Legislature, rating agencies, bond community and general public on overall state debt, economic and financial conditions and trends and developments in the credit markets.
- BRB staff calculates the state's Constitutional Debt Limit pursuant to Article III, Section 49-j of the Texas Constitution.
- BRB staff publishes a State Debt Annual Report which includes credit-market trends affecting Texas bonds issued during the state's fiscal year along with detail on total state debt outstanding, debt-service requirements and costs of issuing state debt.
- BRB staff publishes a State Debt Affordability Study which provides the state leadership with a basis to assess the impact of bond programs on the state's fiscal position and thus enable more informed decisions on financing proposals and capital spending priorities.
- BRB staff publishes a Capital Expenditure Plan which is prepared biannually before each legislative session to help legislators better assess and anticipate the impact of future debt service on the state's budget.
- BRB staff assists the State Comptroller in the preparation of Appendix A of the state's General Obligation Official Statement.

HOW GOALS AND ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

- 1) **Accountable to tax and fee payers of Texas.** In the most general sense Texas taxpayers are the Board's service population. The Board's interactive customers are issuers that utilize Board resources to provide savings to Texas taxpayers. Information is also provided to investors through agency activities that support investments in state governmental entities. The Legislature recognizes the importance of debt management and relies on the oversight provided by the BRB and its staff. The BRB's oversight responsibility for state debt issuance was developed to ensure that Texas state debt is issued in a cost-effective manner supported by sound debt-management policies that protect the state's credit ratings thus saving taxpayer dollars.

- 2) **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.** Board initiatives focus on compiling state debt information in an efficient manner for policymakers and other interested parties. All state debt issuers are required to submit to the Board a detailed report on the various costs of issuance fees incurred from each bond sale as well as a semi-annual report summarizing all outstanding debt of the issuer so that Board staff can update and verify state debt information. Streamlining the reporting of this information to the BRB has allowed Board staff to respond more efficiently to increasingly detailed questions from the public, state leadership, and the Legislature regarding transparency for state debt issuance. Citizens as well as public officials now have access to more data about outstanding state debt.

Additionally, in February 2014, staff began working to create a turnkey solution for the migration and consolidation of multiple state and local debt databases into one new SQL database with ad-hoc reporting capabilities. The new system was fully implemented in September 2016 and has facilitated real-time access to multiple years of current and historical debt data allowing Board staff to produce reports in a timelier manner. This database upgrade has allowed staff to respond more efficiently to ad-hoc requests and conduct more detailed analysis on Texas' overall debt picture.

- 3) **Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.** Agency staff will continue to identify potential financing techniques or program initiatives that would result in more cost-effective transactions for the state. The BRB has continually worked to improve and streamline its state debt database to create a simplified review and data entry process that enables staff to focus on improved analysis and communication efforts and place this information on the agency's website, thereby increasing availability and reducing costs to the taxpayer.

To fulfill its performance measure reporting requirements, Board staff has internal controls in place which help track (1) the number of state debt transactions reviewed, (2) the total number of state debt related information requests received during each fiscal year, and (3) itemized cost of issuance fees related to each state bond issue. Also, staff keeps a log of the users accessing the BRB online searchable databases and data available on the Texas Open Data Portal as well as the number of spreadsheets downloaded from the agency website each month.

Because the agency must manage significant amounts of data for its analysis and reporting activities, staff must continually develop and refine procedures and systems that facilitate these processes. In this connection staff must receive periodic training to maintain and enhance critically needed skills and knowledge in this important area.

- 4) **Attentive to providing excellent customer service.** The BRB is recognized for being responsive to requests for information and for its reporting capabilities. The BRB conducted an online customer service survey in April 2018. The agency sent out 436 requests for customers to complete the survey online, and 43 responses were received for a response rate of 9.9%. Overall, the surveys reflect that customers of the BRB were very satisfied with the services received. Details of the April 2018 survey process are outlined in the agency's Customer Service

Report (Schedule G of this report) as submitted to the Budget and Policy Division at the Governor's Office and the Legislative Budget Board on June 1, 2018.

- 5) **Transparent such that agency actions can be understood by any Texan.** The BRB holds open meetings on a regular basis to consider the approval of most state debt and minutes of those meetings are available on the agency's website. All results of financings approved at formal open meetings of the Board and through the Board's exempt application process are listed on the agency's website. All reporting on state debt is presented on the agency's website and the Texas Open Data Portal. Visitors to the BRB website can search databases and access the Data Portal to download spreadsheets that contain debt outstanding data and detailed cost of issuance data. BRB state debt data is also supplied to the Comptroller's office and the Legislative Budget Board for publication on their debt pages.

Goal 02 Ensure that public officials have access to current information regarding local government debt issuance, finance and debt management.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

- BRB staff analyzes and reports to the Legislature, rating agencies, bond community and general public on overall local government debt, economic and financial conditions and trends and developments in the credit markets.
- BRB staff publishes a Local Government Annual Report which includes current information regarding local government debt issuance and debt outstanding of seven different types of local governments: public school districts, cities, counties, community and junior college districts, water districts, health and hospital districts, and other special districts.
- BRB staff publishes local government debt data in the form of online searchable databases and data available on the Texas Open Data Portal as well as a number of spreadsheets downloadable from the agency's website.

HOW GOALS AND ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

- 1) **Accountable to tax and fee payers of Texas.** The Board's interactive customers are local debt issuers that utilize Board resources to provide savings to Texas taxpayers. Through agency activities, information is also provided to investors that support investments in local governmental entities.
- 2) **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.** Board initiatives focus on compiling local government debt information in an efficient manner for policymakers and other interested parties. The Board revised its Additional Transcript Requirements Form to require more detail on specific costs of issuance for local issuers. Streamlining the reporting of this information to the BRB has allowed Board staff to respond more efficiently to increasingly detailed questions from the public, state leadership, and the

Legislature regarding transparency for state and local debt issuance. Citizens as well as public officials now have access to more data about outstanding local debt.

- 3) **Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.** The BRB has continually worked to improve and streamline its local government debt database to create a simplified review and data entry process that enables staff to focus on improved analysis and communication efforts and place this information on the agency’s website, thereby increasing availability and reducing costs to the taxpayer.

To fulfill its performance measure reporting requirements, Board staff has internal controls in place which help track (1) the number of local debt transactions analyzed, (2) the total number of local debt related information requests received during each fiscal year, and (3) itemized cost of issuance fees related to each local government bond issue. Also, staff keeps a log of the users accessing the BRB online searchable databases and data available on the Texas Open Data Portal as well as the number of spreadsheets downloaded from the agency website each month.

Because the agency must manage significant amounts of data for its analysis and reporting activities, staff must continually develop and refine procedures and systems that facilitate these processes. In this connection staff must receive periodic training to maintain and enhance critically needed skills and knowledge in this important area.

- 4) **Attentive to providing excellent customer service.** The BRB is recognized for being responsive to requests for information and for its reporting capabilities. The BRB conducted an online customer service survey in April 2018. The agency sent out 436 requests for customers to complete the survey online, and 43 responses were received for a response rate of 9.9%. Overall, the surveys reflect that customers of the BRB were very satisfied with the services received. Details of the April 2018 survey process are outlined in the agency’s Customer Service Report (Schedule G of this report) as submitted to the Budget and Policy Division at the Governor’s Office and the Legislative Budget Board on June 1, 2018.
- 5) **Transparent such that agency actions can be understood by any Texan.** All reporting on local government debt is presented on the agency’s website and the Texas Open Data Portal. Visitors to the BRB website can search databases and access the Data Portal to download spreadsheets that contain local government debt outstanding data, detailed cost of issuance data, debt ratios, bond election information and population data by government type at fiscal year-end. BRB local debt data is also supplied to the Comptroller’s office and the Legislative Budget Board for publication on their debt pages.

Goal 03 Ensure that the authorization to issue private activity bonds for Texas state and local entities is allocated consistently with legislative mandates, in the most equitable manner possible and in the best interest of the people of Texas.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

- BRB staff is responsible for drafting rules and application guidelines for the state’s Private Activity Bond (PAB) Program to ensure compliance with statutory and federal requirements.
- BRB staff identifies issues that need to be addressed by the legislature to assure that the program continues to meet its goals.
- BRB staff attends seminars and conferences to remain current with the changing policies of tax-exempt private activity bond issuance.
- BRB staff presents at seminars and conferences to keep issuers, government officials, and the public aware of efficient methods of using the PAB authority as well as potential future challenges.

HOW GOALS AND ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

- 1) **Accountable to tax and fee payers of Texas.** The agency provides weekly up-to-date information amounts of PAB authority available and all year-end reports of the PAB Program are available on the agency’s website.
- 2) **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.** BRB staff is very aware of the interest rate environment and the potential resulting impact to PAB utilization, and as such, staff has previously recommended statutory changes that were accepted to reduce potential lapsed authority.
- 3) **Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.** PAB Program applications are thoroughly reviewed as received on an ongoing basis to ensure compliance with federal and statutory requirements.

The 81st Legislature increased the responsibilities of the BRB to respond to the announcement of new federal bond programs and new federal guidelines for existing programs. As a result, the BRB previously administered the qualified Hurricane Ike disaster area bond program under the direction of the governor and administered the recovery zone bond and qualified energy conservation bond programs.

To fulfill its performance measure reporting requirements, Board staff has internal controls in place which help track the number of PAB applications reviewed.

Because the agency must manage significant amounts of data for its analysis and reporting activities, staff must continually develop and refine procedures and systems that facilitate these processes. In this connection staff must receive periodic training to maintain and enhance critically needed skills and knowledge in this important area.

- 4) **Attentive to providing excellent customer service.** The BRB is recognized for being responsive to requests for information and for its reporting capabilities. The BRB conducted an online customer service survey in April 2018. The responses regarding the BRB administration of the PAB were extremely positive.

5) **Transparent such that agency actions can be understood by any Texan.** From current live amounts of authority available to year-end summaries and reports, all reporting of the PAB Program administered by the Board is available on the agency's website.

Goal 4: Establish and carry out policies governing purchasing and contracting that will foster meaningful and substantive inclusion of historically underutilized businesses.

SPECIFIC ACTION ITEMS TO ACHIEVE GOAL

- BRB staff uses its best efforts to obtain sales quotes and make acquisitions from Historically Underutilized Business (HUB) firms as outlined in the agency's long-range plan.
- BRB staff primarily purchases through the state supply store and through state contracts for its consumables and supplies necessary to conduct business.

HOW GOALS AND ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

- 1) **Accountable to tax and fee payers of Texas.** The agency's HUB program is designed to promote full and equal opportunity for all companies seeking to do business with BRB.
- 2) **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.** To maximum efficiency and results, standard equipment items are obtained through the Comptroller of Public Accounts' automated purchases program that includes the Texas Correctional Industries program, the Texas Industries for the Blind and Handicapped program, Texas Smart Buy, and the Central Master Bidders List. The Department of Information Resources is used for cooperative contract acquisitions and information services. The ultimate source for these acquisitions is often a HUB vendor.
- 3) **Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.** BRB's HUB goal is to establish procurement and contracting practices that support the promotion and utilization of qualified HUBs in all applicable procurements, contracts, and subcontracts made by the agency by an increase of at least 10% above the statewide average.
- 4) **Attentive to providing excellent customer service.** The agency openly communicates with and seeks out HUB vendors to allow every opportunity to provide goods or services to BRB.
- 5) **Transparent such that agency actions can be understood by any Texan.** The agency tracks and reports its expenditures and uses this report as a bench marking tool to meet or exceed its HUB utilization. This report is provided to the Texas Comptroller of Public Accounts to be posted for transparency. The information within the report can be used by vendors and the public to determine where BRB purchases products or services. Once this has been identified, vendors and the public can contact the agency's HUB coordinator to further their understanding of the state procurement process or potentially introduce their business to the agency.

REDUNDANCIES AND IMPEDIMENTS	
Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Section 1202.008 of the Texas Government Code authorizes the Office of the Attorney General to collect local debt information in a format required by the Bond Review Board (BRB) and to send that information to the BRB for inclusion in debt statistic reports required under Section 1231.062 of the Texas Government Code.
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Section 1202.008 limits the type of local debt information the Attorney General may collect on behalf of the BRB to public securities issued by a municipal corporation or political subdivision of this state only. As a result, local debt information of public securities issued by non-profit corporations and other types of issuers defined by 1202.001 is not received by the BRB.
Provide Agency Recommendation for Modification or Elimination	Section 1202.008 should be amended to require that the BRB receive local debt information of all public securities issued by an "Issuer" as defined by Section 1202.001 of the Texas Government Code.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	This amendment would ensure that the BRB receives the local debt information of all public securities approved by the Attorney General and that this information is included in the debt statistic reports required by Section 1231.062.

Schedule A – Agency Budget Structure

Goal 01 Ensure that Texas state debt is issued in a cost-effective manner supported by sound debt-management policies that protect the state’s credit ratings.

Objective 01

Analyze and approve the issuance of state debt securities that meet the highest standards for financial feasibility, comply with the state’s debt-issuance policies and minimize total borrowing costs.

Outcome Measure 01

Percentage of state agencies in compliance with the statewide Capital Expenditure Plan reporting requirements

Strategy 01

Review each Texas BRB project application to ensure proper legal authorization, accurate and adequate disclosure, appropriate use of call provisions, bond insurance and other provisions which affect marketability.

Output Measure 01

Number of state bond issues and lease-purchase projects reviewed.

Strategy 02

Analyze and report to the Legislature, rating agencies and other interested parties on Texas' debt burden, creditworthiness and Capital Expenditure Plan. Analyze and report to the Legislature and other policy makers actions that would raise the state's bond rating and/or lower state borrowing costs.

Output Measure 01

Number of responses to debt information requests.

Output Measure 02

Number of capital expenditure plan projects reviewed.

Explanatory/Input Measures 01

Average issuance costs per \$1,000 general obligation debt issued.

Explanatory/Input Measures 02

Percent of general revenue utilized for general obligation and revenue bond debt service.

Explanatory/Input Measures 03

Texas' GO bond rating

Goal 02 Ensure that public officials have access to current information regarding local government debt issuance, finance and debt management.

Objective 01

Inform state and local policy makers on effective debt issuance and management.

Outcome Measure 01

Percent of local government information provided electronically through website access.

Strategy 01

Collect, maintain and analyze data on the current status of and improvements to local government debt issuance, finance and debt management. Report findings to the Legislature, other state officials and local policy makers.

Output Measure 01

Number of local government financings analyzed.

Efficiency Measure 01

Average issuance costs per \$1,000 debt issued by local governments.

Explanatory/Input Measure 01

Number of local governments issuing debt.

Goal 03 Ensure that the authorization to issue private activity bonds for Texas state and local entities is allocated consistently with legislative mandates, in the most equitable manner possible and in the best interest of the people of Texas.

Objective 01

Maximize the public use of tax-exempt private activity bond proceeds by issuing 100% of the state's available private activity bond allocation in a manner that is consistent with federal regulations, the state's statute and the agency's guidelines. Ensure that volume cap is distributed to the different project types in the percentages mandated by the state Legislature for any given program year.

Strategy 01

Administer the private activity bond allocation program efficiently and effectively to ensure the total utilization of the state's annual private activity bond allocation according to federal regulations and compile and analyze the results of each allocation in an annual report.

Output Measure 01

Number of applications reviewed.

Output Measure 02

Number of allocations issued.

Output Measure 03

Amount of allocation issued.

Explanatory/Input Measure 01

Amount of demand for private activity bond allocation program.

Goal 04 Establish and carry out policies governing purchasing and contracting that will foster meaningful and substantive inclusion of historically underutilized businesses.

Objective 01

To include historically underutilized businesses (HUBs) in at least 30% of the total value of purchases and contracts awarded annually by the agency by fiscal year 2012.

Outcome Measure 01

Percentage of total dollar value of purchases & contracts awarded to HUBs.

Strategy 01

Develop and implement a plan for increasing the use of historically underutilized businesses through purchasing and contracts.

Output Measure 01

Number of HUB suppliers and contractors contacted from bid proposals.

Output Measure 02

Number of HUB purchases and contracts awarded.

Output Measure 03

Dollar value of HUB purchases and contracts awarded.

Long-Range Plan

Wherever possible, bids, whether formal or informal, will be obtained through use of the Texas Comptroller's of Public Accounts Procurement and Support Services Division certified master bidders list.

Bid procedures for delegated purchases shall be as stated in CPA's Procurement Manual, with bids to be obtained from a minimum of three vendors, two of which must be HUBs.

The Texas Bond Review Board will remain actively committed to fair and impartial good-faith efforts to foster HUB participation.

Schedule B – List of Performance Measure Definitions

Goal 01

Ensure that Texas state debt is issued in a cost-effective manner supported by sound debt-management policies that protect the state's credit ratings.

Objective 01: Analyze and approve the issuance of state debt securities that meet the highest standards for financial feasibility, comply with the state's debt-issuance policies and minimize total borrowing costs.

Outcome Measure 01: Percentage of State Agencies in Compliance with the statewide Capital Expenditure Plan (CEP) Reporting Requirements.

Short Definition: Percentage of state agencies and higher education institutions that have submitted capital project information for inclusion in the statewide CEP or notification that they do not anticipate projects that meet the reporting criteria.

Purpose/Importance: Legislation was passed in 1997 requiring the BRB to develop a comprehensive statewide CEP. Also, the CEP will help the state's effort to increase its bond rating.

Source/Collection of Data: Staff will enter this data in the agency's CEP contacts database. All state agencies and higher education institutions appropriated funds are required to submit projects to the BRB for inclusion in the statewide CEP, according to specific reporting criteria. Currently, the CEP project information is due each even-numbered year.

Method of Calculation: Divide the total number of agencies that submit project information plus the number of agencies that respond that they don't meet the reporting criteria by the total number of agencies required to report.

Data Limitations: Dependent on state agencies' compliance with state statutes.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target.

Strategy 01: Review each Texas Bond Review Board project application to ensure proper legal authorization, accurate and adequate disclosure, appropriate use of call provisions, bond insurance and other provisions which affect marketability.

Output Measure 01: Number of State Bond Issues and Lease-Purchase Projects Reviewed

Short Definition: All state bond issues and lease-purchase projects that are greater than \$250,000 and /or with a term of five years or more, with the exception of Permanent University Bonds, require BRB approval and are reviewed by BRB staff.

Purpose/Importance: Bond issues and lease-purchase projects are reviewed to ensure proper legal authorization, accurate and adequate disclosure, appropriate use of call provisions, bond insurance and other provisions of the projects.

Source/Collection of Data: Staff will collect data from all bond issues and lease-purchase projects reviewed and will maintain this information in the agency's Bond database.

Method of Calculation: This information is extracted from an agency's database on a quarterly basis. For calculation purposes, all projects reviewed by the BRB are counted regardless of whether or not the Board approves the issue/project.

Data Limitations: Limited by the number of bond issues and Master Lease Purchase Program projects submitted.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

Strategy 02: Analyze and report to the Legislature, rating agencies, and other interested parties on Texas' debt burden, creditworthiness and Capital Expenditure Plan. Analyze and report to the Legislature and other policy makers action that would raise the state's bond rating and/or lower state borrowing costs.

Output Measure 01: Number of Responses to Debt Information Requests

Short Definition: Number of responses regarding debt information (i.e., published material, item specific information, informational reports and formal written communications) that is provided to rating agencies, bond counsel, state agencies and other third-party users.

Purpose/Importance: The purpose of this measure is to assess the workload associated with the dissemination of debt information.

Source/Collection of Data: Staff enters this information into the agency "perform" database.

Method of Calculation: This information is a manual count taken from the agency "perform" database on a quarterly basis.

Data Limitations: Number of requests for debt information.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

Output Measure 02: Number of Capital Expenditure Plan Projects Reviewed

Short Definition: The number of Capital Expenditure Plan (CEP) projects submitted and reviewed for completion and accuracy by BRB staff.

Purpose/Importance: This is a relatively new responsibility for the BRB and will require a substantial amount of staff time. This measure will assist in tracking the workload associated with meeting the statewide CEP requirements. The information affects the state's bond ratings.

Source/Collection of Data: Staff tracks data from all CEP projects reviewed in the agency data_entry_assignments/.xls spreadsheet. All state agencies and higher education institutions appropriated funds are required to submit projects to the BRB for inclusion in the statewide CEP, according to specific reporting criteria. Currently, the CEP project information is due each even-numbered year.

Method of Calculation: A count of the total CEP projects is obtained from the agency data_entry_assignments/.xls database for the reporting period.

Data Limitations: Limited by the number of capital projects submitted.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

Explanatory/Input Measure 01: Average Issuance Costs per \$1,000 General Obligation Debt Issued

Short Definition: The average cost of issuing \$1,000 in bonds by the state of Texas.

Purpose/Importance: Issuance costs are composed of the fees and expenses paid to consultants and underwriters to market bonds to investors. This is commonly calculated in the bond market to determine the up-front cost of issuing bonds. This measure is important because it allows the agency to compare the state's issuance costs to other states and the national average. The Bond Review Board reviews estimated costs of issuance at the time of application by an issuer. The estimates may be compared to other similar issues in size and complexity. Approval of bond transactions includes a limit of costs of issuance to the estimated or revised amounts.

Source/Collection of Data: State issuers are required to submit a final report which includes costs of issuance, within 60 days of delivery of state bonds. The costs submitted are then compared to the estimated amount. Generally, actual costs are lower than the approved cap. In the event that an issuer expects to exceed its budget, the issuer must file for an amendment for approval by the Board.

Method of Calculation: This measure will be calculated by dividing the total issuance costs paid by the number of \$1,000 bonds issued.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target.

Explanatory/Input Measure 02: Percent of General Revenue utilized for General Obligation and Revenue Bond Debt Service.

Short Definition: Percent of unrestricted general revenue utilized for debt service payment of general obligation and revenue bonds.

Purpose/Importance: This measure reflects the state's debt service obligations as a percentage of unrestricted general revenue and how it impacts the state's constitutional debt limit.

Source/Collection of Data: The debt service information on general obligation, revenue bond and lease purchase agreements greater than \$250,000 is collected from the issuers and is tracked in the agency's debt service spreadsheet. The unrestricted general revenue data is compiled by the Comptroller of Public Accounts and published annually in its Cash Report.

Method of Calculation: This measure is calculated at fiscal year-end. The numerator is the annual debt service payments on general obligation bonds, revenue bonds, and lease-purchase transactions greater than \$250,000 that are paid from unrestricted general revenue (self-supporting debt obligations are excluded).

The denominator is the unrestricted general revenue at fiscal year-end as disclosed by the Comptroller of Public Accounts.

Data Limitations: Dependent on the number of bond issues and Master Lease Purchase Program projects approved.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target.

Explanatory/Input Measure 03: Texas' General Obligation Bond Rating

Short Definition: This measure reports the average of the general obligation (GO) bond ratings of the State assessed by the three major credit rating agencies, i.e. Moody's, Standard and Poor's, and Fitch.

Purpose/Importance: This measure will report the average of Texas' GO bond ratings as reported by the three credit rating agencies, i.e. Moody's, Standard and Poor's, and Fitch.

Source/Collection of Data: Staff will track information regarding the state's ratings through reports from the credit rating agencies, i.e. Moody's, Standard and Poor's, and Fitch and "Conversion of Investment Grade Alpha Ratings" spreadsheet.

Method of Calculation: To calculate an average, numerical values were assigned to each of the "investment grade" alpha ratings with 1 being the highest (Aaa/AAA/AAA) and 10 being the lowest (Baa3/BBB-/BBB-) in that range. These values are in the "Conversion of Investment Grade Alpha Ratings" spreadsheet. Credit rating agencies consider four primary factors when rating a state's debt: 1) Economic – the state's income, employment, economic diversity and demographics; 2) Financial – revenues, cost structure, balance sheet health and liquidity; 3) Debt – debt ratios and debt security and structure; and 4) Management – budget development and management practices; constitutional constraints, initiatives and referenda; executive branch controls; mandates to maintain a balanced budget; rainy day funds; and political polarization.

Data Limitations: Affected by the State's debt policies, financial condition, economy, revenues and expenditures.

Calculation Type: Non-cumulative

New Measure: Yes

Desired Performance: Lower than target.

Goal 02

Ensure that public officials have access to current information regarding local government debt issuance, finance and debt management.

Objective 01: Inform state and local policy makers on effective debt issuance and management.

Outcome Measure 01: Percent of local government information provided electronically through website access

Short Definition: Gauging the method of dissemination of local government debt information to customers

Purpose/Importance: Information is disseminated in two distinct ways: 1) Directly, requiring staff time in dealing with customers; and 2) Indirectly, or website access of information by customers, requiring little or no staff time once the data is posted.

This measure will monitor the percent of customers that receive local government data via the agency's website indicating that data is being efficiently distributed with a minimal amount of staff time.

Source/Collection of Data: To assess the customer demand for local government debt information and the method of dissemination (direct or indirect). There are two data sources accessed: 1) an internal "perform" database where the number of direct contacts are tracked, and 2) automatically-created monthly web logs associated with the agency's website that track file downloads and searchable database users by IP address (indirect). The data retrieved are used to calculate this outcome measure.

Method of Calculation: The percentage is determined by the following calculation: (number of customers receiving data electronically through website access) divided by (number of customers receiving data electronically through website access + number of direct contacts) X 100. The resulting percentage is reported.

Data Limitations: No, the measure is considered to offer reliable information on accessibility of data. It is possible to obtain an unduplicated count of local government web users.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target.

Strategy 01: Collect, maintain and analyze data on the current status of and improvements to local government debt issuance, finance, and debt management. Report findings to the Legislature, other state officials and local policy makers.

Output Measure 01: Number of local government financings analyzed.

Short Definition: Analysis of individual local government financings closed during fiscal year.

Purpose/Importance: This measure provides information regarding number of bond issues analyzed by staff. Analysis includes issuance and interest costs of local government bond issuance and cash and present value savings of refundings.

Source/Collection of Data: Information collected by the Office of the Attorney General – Public Finance Division for the Bond Review Board.

Method of Calculation: The "Issue Login" database is maintained specifically for logging in each local government transaction. A date is entered into the Structuring Layout by the reviewer when analysis is complete. A query is made to this date field and the resulting number is reported.

Data Limitations: This measure is dependent upon the number of financings submitted.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

Efficiency Measure 01: Average issuance costs per \$1,000 debt issued by local governments.

Short Definition: For local government bond issuance, normal issuance costs include bond counsel, financial advisor, printing, underwriter's spread and miscellaneous costs. Final closing costs will be used for the evaluation.

Purpose/Importance: The agency is charged with the task of collecting, analyzing, and reporting of information on the debt of local political subdivisions in Texas (Texas Government Code, Chapter 1231.062). This measure provides a point of comparison.

Source/Collection of Data: The "Issue Login" database is maintained specifically for logging in each local government transaction. When analysis of a transaction is complete, the Cost Analysis field is used to indicate that the issue will be used in the cost analysis report. A query is made to this field for all completed issues. The report is printed and the following calculation is made.

Method of Calculation: Total costs of issuance (financial advisor, bond counsel, rating agencies, underwriting spread, etc.) divided by (total par amount of bonds/\$1,000).

Data Limitations: This measure is dependent upon the number of financings submitted with complete cost of issuance information.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Lower than target.

Explanatory/Input Measure 01: Number of local governments issuing debt.

Short Definition: At the end of each fiscal year, a count will be made of the number of governments in each category (city, county, ISD, etc.) that have issued debt during the fiscal year.

Purpose/Importance: This measure evaluates the number of governments that must issue debt to finance their current needs.

Source/Collection of Data: The "Issue Login" database is designed specifically for logging in each local government transaction from data obtained from the Attorney General.

Method of Calculation: The Issue Closing Date field is used to indicate the issue closing date, thereby allowing a query by fiscal year. A query is made to this field for all local government issues. The report

is printed. Issuers with more than one issue listing are marked, counted, and subtracted from the total count to determine the number (unduplicated) of local governments issuing debt.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target.

Goal 03

Ensure that the authorization to issue private activity bonds for Texas state and local entities is allocated consistently with legislative mandates, in the most equitable manner possible and in the best interest of the people of Texas.

Objective 01: Maximize the public use of tax-exempt private activity bond proceeds by issuing 100% of the state's available private activity bond allocation in a manner that is consistent with federal regulations, the state's statute and the agency's guidelines. Ensure that volume cap is distributed to the different project types in the percentages mandated by the State Legislature for any given program year.

Strategy 01: Administer the Private Activity Bond Allocation Program efficiently and effectively to ensure the total utilization of the state's annual private activity bond allocation according to federal regulations and compile and analyze the results of each allocation in an annual report.

Output Measure 01: Number of Applications Reviewed

Short Definition: Total number of private activity bond applications reviewed during the period.

Purpose/Importance: This measure will allow the agency to assess the total project demand for the Program. Tax-exempt private activity bonds provide issuers and private enterprises a means to finance certain projects at a lower cost. Demand for this Program has grown exponentially compared to the increases in volume cap.

Source/Collection of Data: This information is tracked in the Private Activity Bond [current program year] Summary database by the Program Administrator. A review includes an in-depth analysis of the scope, structure, and calculation components of a project submission, subject to rules and regulation of the Private Activity Bond Allocation Program.

Method of Calculation: This measure will be calculated as the sum of all applications reviewed.

Data Limitations: Number of applications received.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

Output Measure 02: Number of Allocations Issued

Short Definition: Total number of projects that received an allocation for issuance of tax-exempt private activity bonds.

Purpose/Importance: This measure reflects the total number of projects that were financed through private activity bonds.

Source/Collection of Data: This information is tracked in the Private Activity Bond [current program year] Summary database by the Program Administrator.

Method of Calculation: This measure will be calculated as the sum of all applications that received a certificate of reservation of the volume cap allocation and those that received a certificate of allocation.

Data Limitations: Number of applications received and the amount of federal allocation

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

Output Measure 03: Amount of Allocation Issued

Short Definition: Total amount of private activity bonds issued by all projects that received an allocation.

Purpose/Importance: This measure reflects the total dollar amount of issued private activity bonds.

Source/Collection of Data: This information is tracked in the Private Activity Bond [current program year] Summary database by the Program Administrator.

Method of Calculation: This measure will be calculated as the sum of all allocations given.

Data Limitations: Federal allocation amount

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

Explanatory/Input Measure 01: Amount of Demand for Private Activity Bond Allocation Program.

Short Definition: Total amount of private activity bond allocation requested in applications reviewed.

Purpose/Importance: This measure will be indicative of the total demand for private activity bonds.

Source/Collection of Data: This information is tracked in the Private Activity Bond [current program year] Summary database by the Program Administrator.

Method of Calculation: This measure will be calculated as the sum of all amounts requested in each application reviewed.

Data Limitations: Number of applications received, and project amounts requested.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target.

Schedule C – Historically Underutilized Business Plan

In compliance with Texas Government Code, Chapter 2161, the Bond Review Board has adopted the Comptroller’s statewide Historically Underutilized Business (HUB) goals for the procurement categories for the State of Texas.

BRB HUB goal is to establish procurement and contracting practices that support the promotion and utilization of qualified HUBs in all applicable procurements, contracts, and subcontracts made by the agency by an increase of at least 10% above the statewide average.

HUB Expenditures as a Percentage of Total (HUB Eligible) Expenditures by Procurement Category

Fiscal Year	Professional Services	Other Services	Commodities	BRB	State
				HUB Total Expenditures	HUB Total Expenditures
2013	N/A	68.92%	51.03%	56.45%	13.42%
2014	N/A	8.18%	4.50%	5.66%	12.58%
2015	N/A	54.24%	15.74%	23.98%	11.97%
2016	N/A	95.93%	14.17%	80.39%	11.30%
2017	N/A	99.23%	37.50%	80.39%	11.97%

BRB’s expenditures for purchasing and contracts, other than those through the Texas Comptroller’s of Public Accounts Procurement and Support Services Division and the Department of Information Resources are limited. Discretionary dollar amounts available for other acquisitions are a very small percentage of the agency's total budget that primarily consists of personnel costs.

Due to the small size of the agency budget and staff, most expenditures are made directly with or through other agencies. Standard equipment items are obtained through the Comptroller of Public Accounts' automated purchases program that includes the Texas Correctional Industries program and the Texas Industries for the Blind and Handicapped program. The Department of Information Resources is used for cooperative contract acquisitions and information services. The ultimate source for these acquisitions is often a HUB vendor.

BRB will continue to make a good faith effort to utilize HUBs in the procurement process of all goods and services; whenever applicable for any dollar amount. BRB staff always strives to exceed the HUB Statewide goals whenever possible. BRB will continue to use the Centralized Master Bidders List (CMBL) to determine the availability of HUBs. BRB will also utilize statewide contracts which are generated by the Comptroller of Public Accounts and Department of Information Resources when available. These contracts include HUB subcontracting sections in accordance with Texas Government code, Chapter 2161, Subchapter F for all contracts expected to exceed \$100,000 as well as provide other standard language and to provide greater efficiency for taxpayers.

Schedule F – Workforce Plan Texas Bond Review Board June 2018

I. Agency Overview

The Texas Bond Review Board was created by the Texas Legislature in 1987 and operates under the statutory authority of Chapter 1231, Texas Government Code. The Board is comprised of the Governor, as Chair, the Lieutenant Governor, the Speaker of the House of Representatives and the Comptroller of Public Accounts.

The agency mission is carried out through broad activities that include oversight and reporting of state bond issuance and coordination of debt-management and capital-planning processes for the state; collecting, maintaining and analyzing data on local government bonded indebtedness and allocating the state's federal authorization to issue private activity bonds.

The agency occupies space in the William P. Clements, Jr. State Office Building in Austin, Texas.

The Bond Review Board has 10.0 budgeted FTEs and is fully-staffed.

A. Agency Mission

The mission of the Texas Bond Review Board is: to ensure that debt financing is used prudently to meet Texas' infrastructure needs and other public purposes; to support and enhance the debt-issuance and debt-management functions of state and local entities; and to administer the state's private activity bond allocation.

B. Strategic Goals and Objectives

The Bond Review Board has three Goals:

Goal 1

Ensure that Texas state debt is issued in a cost-effective manner supported by sound debt-management policies that protect the state's credit ratings.

Objective

Analyze and approve the issuance of state debt securities that meet the highest standards for financial feasibility, comply with the state's debt-issuance policies and minimize total borrowing costs.

Strategies

- Review each Texas Bond Review Board project application to ensure proper legal authorization, accurate and adequate disclosure, and appropriate use of call provisions, bond insurance and other provisions which affect marketability.
- Analyze and report to the Legislature, rating agencies, and other interested parties on Texas' debt burden, creditworthiness and Capital Expenditure Plan. Analyze and report to the Legislature and other policy makers, actions that would raise the state's bond rating and/or lower state borrowing costs.

Goal 2

Ensure that public officials have access to current information regarding local government debt issuance, finance, and debt management.

Objective

Inform state and local policy makers on effective debt issuance and management.

Strategy

Collect, maintain and analyze data on the current status of and improvements to local government debt issuance, finance, and debt management. Report findings to the Legislature, other state officials and local policy makers.

Goal 3

Ensure that the authorization to issue private activity bonds for Texas state and local entities is allocated consistently with legislative mandates, in the most equitable manner possible and in the best interest of the people of Texas.

Objective

Maximize the public use of tax-exempt private activity bond proceeds by issuing 100% of the state's available private activity bond allocation in a manner that is consistent with federal regulations, the state's statute and the agency's guidelines. Ensure that volume cap is distributed to the different project types in the percentages mandated by the state Legislature for any given program year.

Strategy

Administer the Private Activity Bond Allocation Program efficiently and effectively to ensure the total utilization of the state's annual private activity bond allocation according to federal regulations and compile and analyze the results of each allocation in an annual report.

C. Anticipated Changes in Strategies

The BRB anticipates several changes that will significantly impact the agency's business and workforce.

Business Trends

Economic factors and transaction complexity, including the increased use of more complex financial structures and interest rate management agreements have dictated the need for increased vigilance toward issuance of new debt and state financial transactions. In addition, market conditions favor refunding certain existing debt, making a heavier workload for both state and local data management. As interest rates rise, applications to finance single-family mortgages and waste-disposal projects are expected to increase as housing finance corporations and other entities seek additional tax-exempt financing opportunities.

As a result of increased infrastructure needs and anticipated growth in the state's population, the agency anticipates an increase in the volume and complexity of state financings.

Legislative Changes

The Legislature recognizes the importance of debt management and relies on the oversight provided by the Bond Review Board and its staff. As of June 2018, the agency does not foresee changes in its mission, strategies and goals over the next five years. However, new mandates that impact the agency’s current workload or that result in significant shifts in job responsibilities could affect staff’s ability to continue delivering high-quality service to its customers.

Past legislative action related to administrative processes such as financial reporting, human resources/benefits management, purchasing, risk management and information resources management that requires specific training and/or certification will require diligence in recruiting and retaining qualified administrative staff.

II. Current Workforce Profile (Supply Analysis)
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The BRB remains focused on its most important assets, its employees. The agency realizes the need for a highly skilled and versatile workforce to provide quality services to its customers. The BRB also realizes the need for ongoing training to enable staff to sharpen its skills and remain current on developments affecting the agency’s mandated goals. Such training not only benefits the staff but the agency as well by increasing productivity and enhancing performance.

A. Skills

Every employee is valuable to the success of agency operations. Each FTE, including administrative staff performs more than one critical function that supports one of the following: review and analysis of state and local debt financing, reports on debt affordability and capital expenditure planning and allocation of private activity bonds.

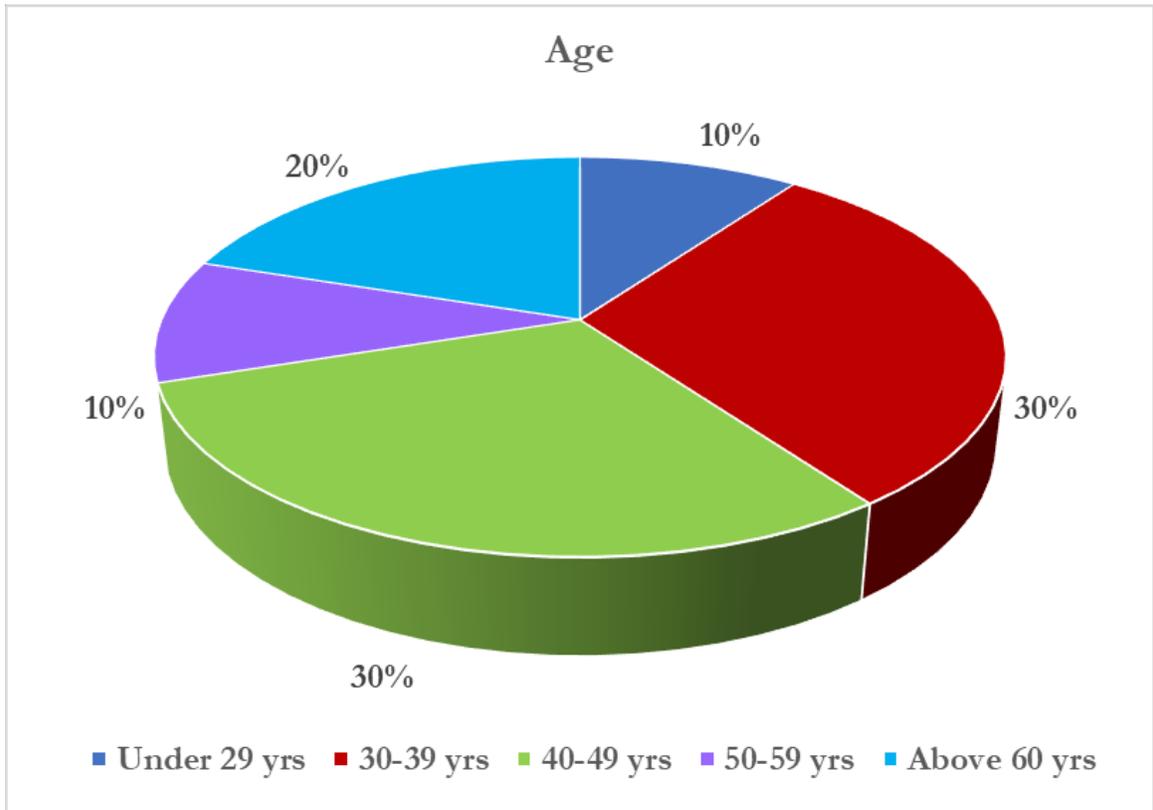
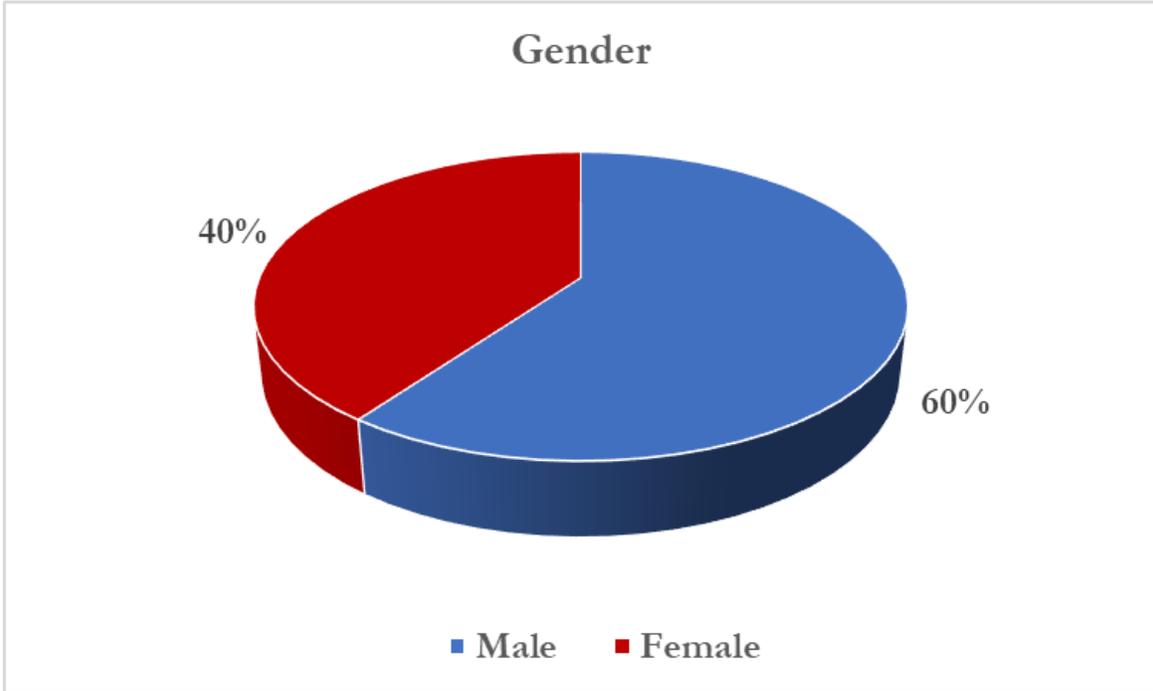
Certain critical skills are required for the agency’s staff to execute on mandated strategies. Critical skills are:

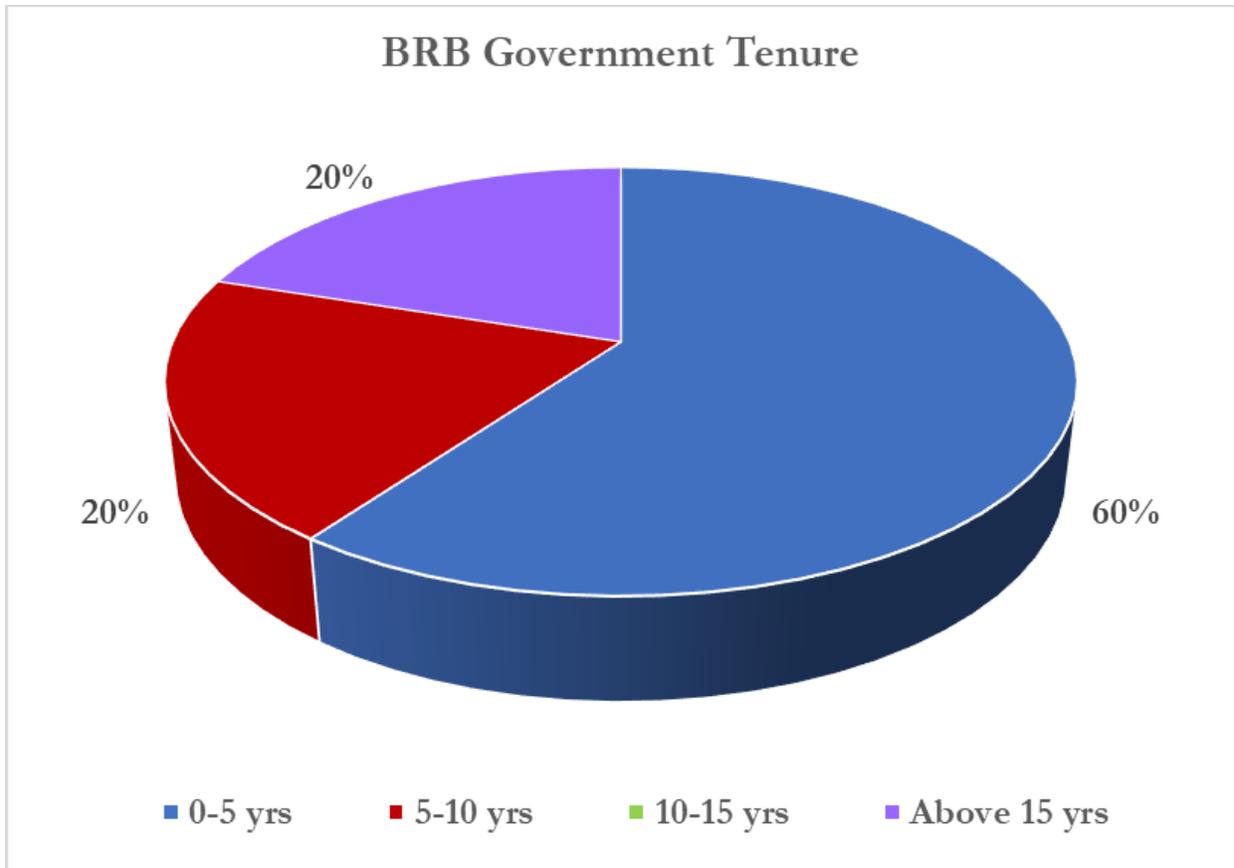
Customer Service	Database Development/Maintenance
Problem Solving	Debt Financing/Information Analysis
Communication	State Agency Administrative Management

B. Demographics

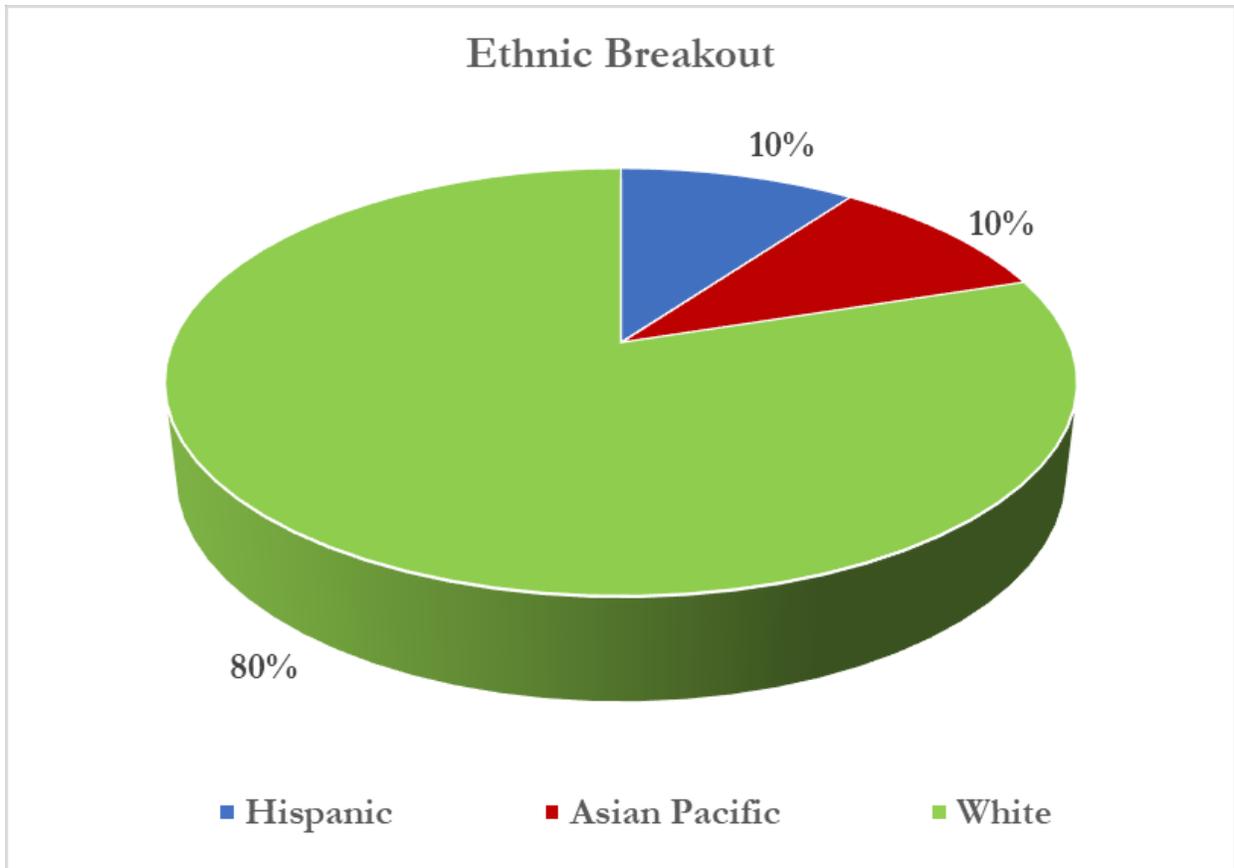
The following charts profile the agency’s workforce as of June 2018. The BRB workforce is comprised of 60 percent males and 40 percent females. With a median age of 43.57 years, BRB staff has an average tenure with the agency of 6.26 years.

Workforce Breakdown





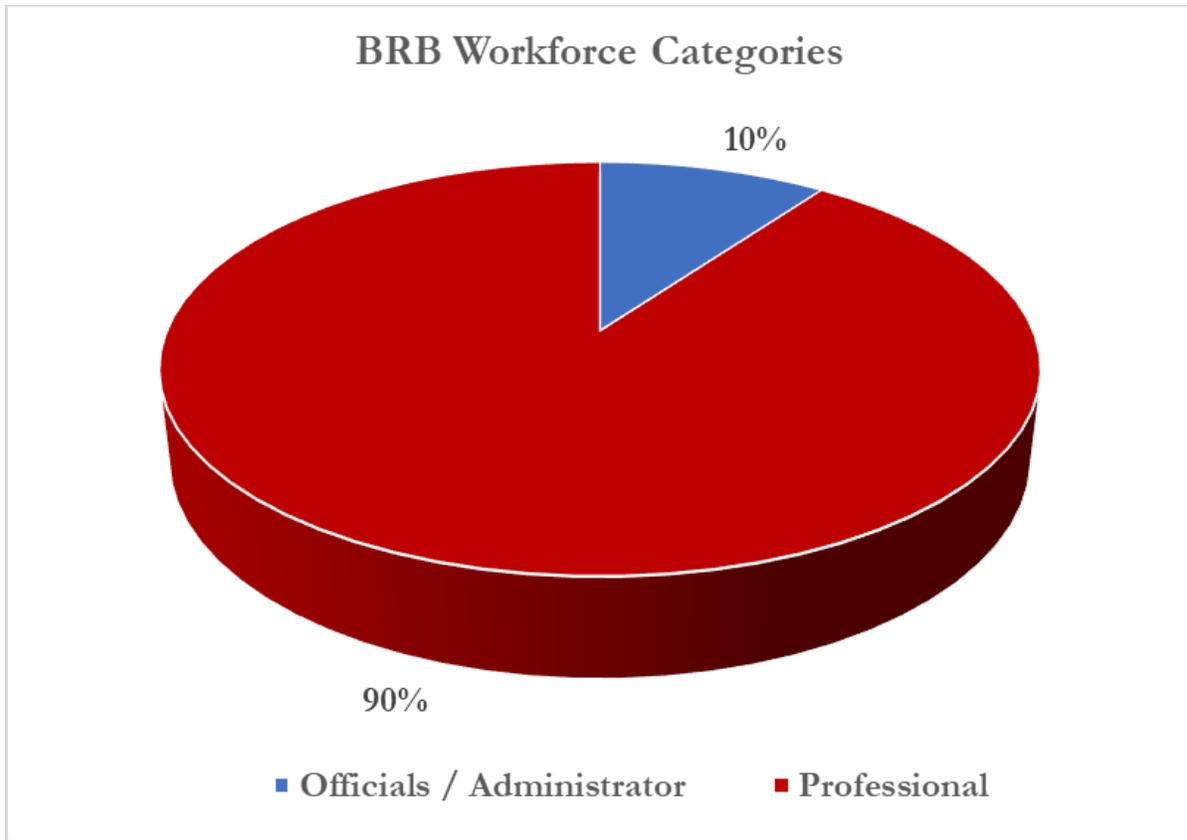
A profile of the staff's ethnic breakdown and Job Category distribution as of June 2018 follows. BRB strives to fairly diversify its staff in its hiring procedures to be comparable to statewide workforce statistics in the selected categories. The BRB ethnic data is also consistent with the statewide averages when considering the Professional Job Category for Hispanic-Americans and Females employed.



The agency workforce is categorized as either Officials/Administrators (1.0) or Professional (9.0) as described below.

Job Categories	African American BRB	African American *State%	Hispanic American BRB	Hispanic American *State%	Females BRB	Females *State%
Officials, Admin (A)	0%	21%	0%	30%	0%	72%
Profess. (P)	0%	9%	10%	13%	40%	48%

Source Document: Equal Employment Opportunity Commission's National Employment Summary by Job Category by State.



The Bond Review Board’s high ratio of officials and professionals on staff is due to the agency’s focus on financial transactions. The Officials/Administrator position consists of the Executive Director. Professional positions are classified as Director I – Finance (one position), Financial Analyst II (two position), Financial Analyst I (two positions), Acct VII (one position), Acct. III (one position), and Acct I (two positions).

C. Workforce Skills and Turnover

Workforce Skills

The Bond Review Board maintains a practice of cross-training staff. The agency currently has four financial analysts trained in the State Debt strategy, Private Activity Bond strategy and Local Debt Strategy. The longest-tenured staff member, the Executive Director, has been with the agency nearly 17.5 years and serves as a senior resource for the state strategy and as Private Activity Bond Allocation Program administrator. He possesses specific institutional knowledge regarding state and local nuances as well as financing structures and institutional knowledge regarding the private activity bond program.

The financial analysts have advanced quickly as a valuable resource for the state and local debt strategies. Financial analysts are also trained to assist with administering the private activity bond program.

The Accountant VII has extensive experience in fund accounting and administrative functions. With a tenure of 15.5 years with the State of Texas. In addition to several other administrative functions, this employee serves as the agency's lead in budgeting and financial reporting, HR, payroll and benefits coordinator, risk manager, business manager and is a Certified Texas Purchaser and a Certified HR Officer.

Turnover

Because of the years of experience necessary to gain an understanding of the agency's work and become a contributing staff member, turnover problems are particularly problematic for the BRB. Finding and retaining experienced personnel is a continual challenge. As staff members gain experience and knowledge, they become more marketable and often obtain employment elsewhere to advance their careers.

According to the State Auditor's Office, the turnover rate for Texas state employees is 18.6 percent in 2017, the highest rate the state has experienced during the past five fiscal years. By comparison, the BRB experienced a turnover of 20 percent for fiscal year 2017. Strategic merit initiatives were implemented to slow turnover, but salary limitations and the lack of opportunities for career growth through internal advancement, inherent in a small agency are expected to continue to limit the agency's ability to attract and retain the most qualified employees, particularly at program administration and executive staff levels.

The agency must continue to manage and maintain its own information resources network without the benefit of a dedicated IT position. Budget permitting, an interagency contract allows the agency to access a Systems Support Specialist employed by another agency on an as-needed basis. The Executive Director is the designated information resources manager, and a financial analyst assists in the day-to-day management of the network system in addition to other duties.

Turnover becomes more acute for the BRB when the agency must replace long-tenured employees. Two key staff members retired in fiscal year 2017. With combined service of nearly 36.5 years, they had extensive experience and irreplaceable institutional knowledge in two key positions.

III. Future Workforce Analysis

Increasingly complex state financings coupled with increasing demands on the local strategy will have a direct impact on the agency workload. A decline in qualified applicants interested in public sector career paths will present additional challenges. Agency workforce factors are outlined below.

Critical Functions

Retaining key staff members and providing intensive training and cross-training will be required to address demands created by new mandates.

Expected Workforce Changes

Increased use of technology will ensure efficient communication with the agency's customers. Additional cross-training and documentation in the agency's functional and administrative areas will assist with the transition of new staff. Due to experience and certification requirements for certain

administrative staff, continuing external training and recruitment of experienced applicants will be necessary to replace such staff.

Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

BRB staff continues to process increasingly complex state financings and increasing amounts of local debt data for agency customers. However, as the two recently-hired staff (Financial Analyst I) become trained, the increased agency workload is expected to be met by the current level of FTE's.

Future Workforce Skills Needed

To effectively and efficiently administer the duties and responsibilities of the agency, the BRB relies on a competent and knowledgeable staff. In addition to basic competencies of the workforce, additional essential skills needed for future positions include:

- Financial/information analysis skills
- Compatibility and cooperation among agency staff
- Consistent, reliable and courteous interaction with the agency's customers
- Work management skills
- Strategic planning skills.

Some anticipated limitations to attracting and retaining the right employees are:

- Insufficient number of appropriately qualified applicants apply to an open position
- Applicants with outstanding skills and prior experience do not embrace work in the public sector and/or the organization's duties and functions
- Employees become disillusioned with the repetitive workload and/or static output requirements
- Limited budget available for salary and merit increases and/or improved benefits in the face of competition from other government agencies and the private sector
- Lengthy periods with open position(s) while searching for appropriate job applicants result in heavier workload and burnout for remaining staff.

IV. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

An analysis of trends in the BRB's workforce indicates turnover is the agency's primary area of concern. As a result of attrition caused by competition from public and private sectors, the BRB is expected to experience a turnover rate in key staff of 40-50 percent over the next four years. The problem is exacerbated by vacancy periods that have lasted as long as five months because budget constraints have limited the agency's ability to offer competitive salaries. To address this issue, the BRB must maintain a succession and retention plan.

V. Strategy Development

Goal	Maintain current staff
Motivation Strategy	Keep staff well-trained and current on data and information relevant to their job (program, technical or administrative). A motivated staff will be more productive and contented, leading to longer tenure.
Action Steps	<ul style="list-style-type: none"> → Evaluate employees on at least an annual basis to give objective and fair performance feedback. → Let employees know that a performance evaluation is an important part of career development and does not necessarily result in a merit increase or a reprimand. → Make sure all employees understand that a merit increase is not based on good performance of prescribed job duties but is a reward for outstanding performance. → Make sure to apply the merit policy consistently and equitably. → Good communication between employee and management is key - be sure the employee understands his/her assignments and boundaries. → Give employees the opportunity to discuss issues or concerns when the need arises and address the issues/concerns in a meaningful manner. → Allow employees who are seeking new challenges to work on special projects, cross-train or carry out developmental tasks while management also evaluates their ability to perform their regularly assigned workload. → Update in-house training for all issues pertinent to the agency's success. Provide training with the state or other training entities to enable the employee to upgrade their knowledge and take advantage of networking opportunities. → Balance the pay scales of experienced vs. newly-hired employees who are performing similar duties – recognize the value of agency tenure in employees who perform in an exemplary manner and serve as trainers.

Goal	Recruit a dependable and competent workforce
Action Steps	<ul style="list-style-type: none"> → Train and teach managers how to recruit and retain quality staff. → Make sure pay scale of positions advertised are within state parameters as well as competitive with other public and private sector positions.

Current job classifications are appropriate for known future functional requirements. As of June 2018, the organizational structure and division of duties adequately address basic business needs and strategic objectives.

As financings become more complex, the agency must recruit financial analysts with increasing levels of education and analytical background in public finance. The current complement of financial analysts has the critical skills and experience required to assess the need for shifts in agency job functions across all three strategies to meet changes in the level of services demanded by the BRB's customers.

Schedule G – Report on Customer Service

Section 2114, Texas Government Code, requires state agencies to develop customer service standards and implement customer satisfaction assessment plans. This process is to be completed by June 1st of each even-numbered year. This is the first step in an agency's strategic planning process.

In order to gauge how well the Bond Review Board (BRB) serves its customers, a process similar to the prior customer service survey was used. This included surveying the widest variety of customers as efficiently as possible. To this end, customers from all three of the BRB's program areas were asked to complete the online survey that was automatically emailed to BRB staff for compilation and analysis.

Inventory of External Customers

The BRB's mission statement includes three goals: Goal 1 is the review and approval of most state-issued debt; Goal 2 is the tracking and reporting of Texas local government debt; and Goal 3 is the administration of the state's Private Activity Bond Allocation Program. The agency has a wide variety of customers, from state and local issuers and municipal securities professionals to the general public, all of whom seek debt data and information.

Goal 1 customers include state debt issuers, professionals employed by state debt issuers (i.e., financial advisors, bond counsels et al), state agency staff, rating agencies, legislators and their staff, media, legislative and academic researchers and the general public. Services provided to this customer base include review and approval of most debt issues, preparation of reports on state debt and debt affordability and posting state debt information, compilation of the state's capital expenditure plan and posting guidelines on debt management and interest rate management agreements.

Goal 2 customers include rating agencies, issuers, legislators, policy makers, state agency staff, local government officials, academic researchers and the general public. Services provided to this customer base include information on local government debt issuance, debt outstanding, related debt-ratio statistics and trends and the preparation of a local debt annual report. The available data can be used as a tool for local governments to assess their debt-management practices.

Goal 3 customers include state and local issuers, the public finance community and the professionals they employ (i.e., financial advisors, bond counsels, developers and issuers), certain state agencies and the general public. Services provided to this customer base include the administration and allocation of the Private Activity Bond Allocation Program (PAB) and ministerial functions for certain other federal tax-exempt bond programs.

Information Gathering Methods

The BRB has had an online customer service survey available on the agency's website since December 2003. Customers can access a permanent link to the survey on the home page of the agency's website at www.brb.texas.gov.

On March 27, 2018 emails were sent out to 436 customers of the BRB requesting that they complete the survey online. Responses were received from 43 recipients for a response rate of 9.9%. The last response was received on April 20, 2018.

The survey included queries on service areas, facilities, staff, communications, the agency’s website, complaint handling processes, timeliness and printed information. The survey also allows respondents to add general comments as desired. When asked to select a service area, respondents separated the results into five areas – the three agency goals listed above, the Capital Expenditure Plan (CEP) and “Other.” Each respondent was then asked to select poor, below average, average, above average, excellent or does not apply. These scores were given the numerical representation of one through five, respectively, and the “does not apply” response received no score.

Email addresses from internal databases and staff address books were used to source Goal 1 customers.

Goal 2 surveys were distributed to members of the state and local government entities that had initiated contact or interacted with the BRB since the prior survey was taken in 2016. They were selected by reviewing contacts that had provided email addresses that were listed in the agency’s performance measure database.

In addition to the customers listed for Goals 1 and 2, inquiries about Goal 3 are often received from the legislature and the general public. Because the PAB program administrator uses email for certain required notifications, persons listed in the PAB database were included in the survey.

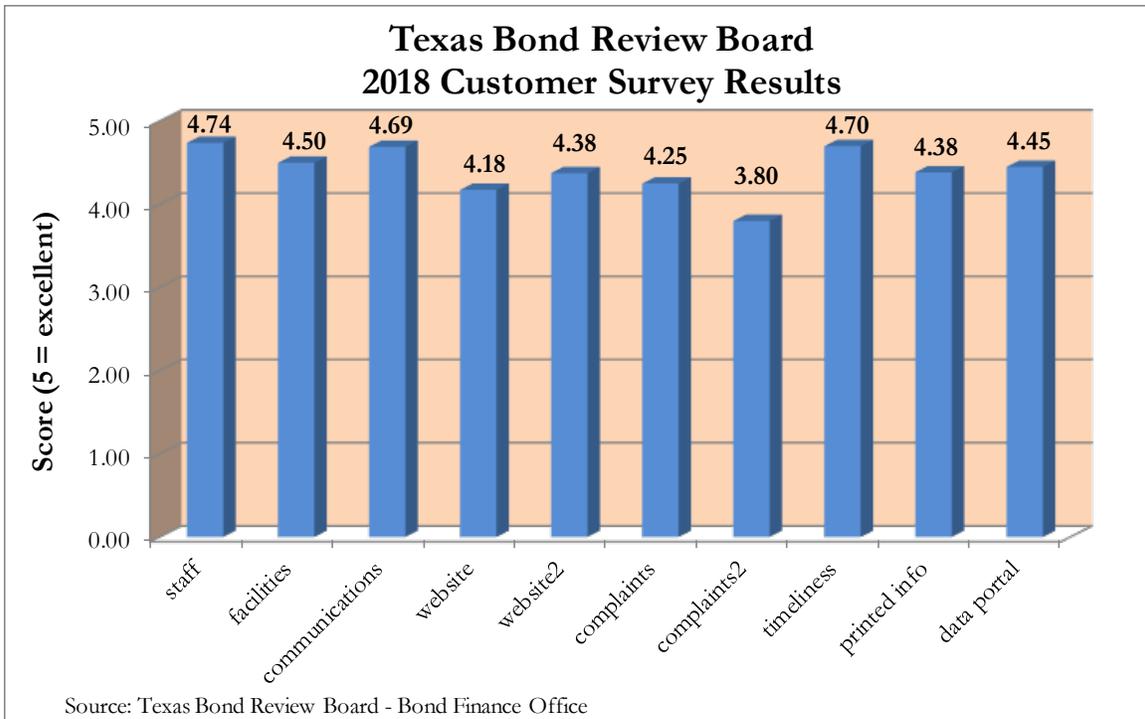
The BRB also administers the state’s CEP in conjunction with the Texas Higher Education Coordinating Board. All state agencies and institutions of higher education that have plans to purchase land, buildings or information systems in excess of \$1 million are required to file this report with the BRB. Email contacts derived from the CEP were requested to participate in the survey as well.

Customer Satisfaction Findings

The agency sent emails to 436 recipients requesting completion of the online survey and received 43 responses. Five was the highest rating available in a customer-service quality element, while one was the lowest rating possible, BRB staff chose a rating of three as the minimal acceptable level of customer satisfaction.

The results indicate that the highest scoring customer-service quality elements were the BRB staff, communications and timeliness in providing requested information. The sample size for ease of filing service complaints (shown as “complaints” in the chart) was small with 81.4% of the respondents selecting “does not apply”. The sample size for a complaint being resolved in a timely manner (shown as “complaints2” in the chart) was also small with 88.4% of the respondents selecting “does not apply”. No complaints were filed with the BRB during fiscal years 2017 and 2018. BRB staff works immediately to address any questions regarding agency operations and data available on the agency website.

The chart below shows the average of the responses for each question. Responses of “does not apply” or omissions were not counted towards the averages. The agency did not receive any responses indicating a “below average” rating.



The BRB strives to be responsive to Texas taxpayers and citizens. All reports (searchable databases and agency publications) on state and local government debt are presented on the agency’s website and the Texas Open Data Portal. Visitors to the BRB website can search databases and access the Data Portal to download spreadsheets that contain debt data, detailed cost of issuance data, debt ratios, bond election information and population data by government type at fiscal year-end. The agency website is accessible to all users and complies with the Texas Administrative Code Section 213 - Electronic and Information Resources Accessibility Standards. Approximately 13,896 unique users were identified as using the BRB website from July 1, 2016 to May 9, 2018. BRB state and local debt data is also supplied to the Comptroller’s office and the Legislative Budget Board for publication on their debt website pages.

The BRB is constantly evaluating its internal processes for efficiency and effectiveness. In February 2014, staff began working to create a turnkey solution for the migration and consolidation of multiple state and local debt databases into one new SQL database with ad-hoc reporting capabilities. The new system was fully implemented in September 2016 and has facilitated real-time access to multiple years of current and historical debt data allowing BRB staff to produce reports in a timelier manner. This database upgrade has allowed staff to respond more efficiently to ad-hoc requests and conduct more detailed analysis on Texas’ overall debt picture.

The following tables show each question and the responses received.

Staff – Are the staff members helpful, courteous and knowledgeable?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	3	5	34	1

Facilities – Is the Board’s office accessible, clean and adequately equipped for your needs?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	1	9	12	21

Communications – Is communicating with the Board staff via telephone, mail or electronic mail a trouble-free and efficient process?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	3	7	32	1

Website – Is the Board’s website user friendly?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	8	17	15	3

Website (website2) – Does the site contain adequate information about the Bond Review Board and the services provided?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	7	11	22	3

Complaints – Are service complaints easy to file?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	2	2	4	35

Complaint Process (complaints2) – If you used the complaint process, was it resolved in a timely manner?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	2	2	1	38

Service Timeliness – Are Board staff members prompt in providing requested information?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	3	6	31	3

Printed Information – Are any reports, instructions or other printed information provided by the Board accurate and easy to understand?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	5	14	20	4

Data Portal – Is the Bond Review Board data available on the Texas Open Data Portal easily accessible?					
<u>Poor</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Excellent</u>	<u>Does Not Apply</u>
0	0	3	5	12	23

Representative Sample of Comments Received

- On each occasion when I visited or called the Texas Bond Review Board, I received courteous, prompt attention and came away with what I asked for. The staff members are exceptionally competent, and are well qualified for the important responsibilities that they have.

- Outstanding staff that is very easy to work with. Keep up the great work!
- I always appreciate the quick response from BRB staff and their willingness to take time to explain things.
- I wish I was as prompt at providing information to the BRB staff as they are in responding to me when I have needed information. Always a pleasure working with them - and they are very patient with me!
- Rob and Braxton have always been very knowledgeable, responsive and professional when corresponding with the TBRB on volume cap matters.
- My interactions with BRB staff have consistently been very positive. They are helpful, responsive and extremely knowledgeable. I also appreciate the BRB's ongoing CLE series- great topics and speakers!
- The Bond Review Board staff do excellent work on the Public Finance Seminars. I receive compliments from colleagues on the presentations and their value to state government staff working on public finance matters. There are few sources for this type of public finance related educational seminars for state employees.
- BRB staff have always been responsive and helpful.

Estimated Performance for Fiscal Year 2018

Outcome Measures

Percentage of surveyed customer respondents expressing overall satisfaction with services received.	100.0%
Percentage of surveyed customer respondents identifying ways to improve service delivery	5.0 %

Output Measures

Number of customers surveyed	436
Number of customers served*	13,896

Efficiency Measure

Cost per customer surveyed**	\$ 0.10
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Explanatory Measures

Number of customers identified*	13,896
Number of customer groups inventoried*	8

* Estimates based on contacts, performance measures, and number of unique hits to the agency website.

** Estimate – Survey is done online; cost reflects staff time to compile survey data.

Customer Service Representative

Robert B. Latsha II
Executive Director
Texas Bond Review Board
P.O. Box 13292
Austin, TX 78711-3292
512-463-9892 (phone)
512-475-4802 (fax)
rob.latsha@brb.texas.gov