HARRIS COUNTY, TEXAS

BUDGET MANAGEMENT DEPARTMENT
Administration Building
1001 Preston, Suite 500
Houston, TX 77002
(713) 274-1100

FY 2020-21 Budget Hearings

DAY 3
Monday, December 16, 2019

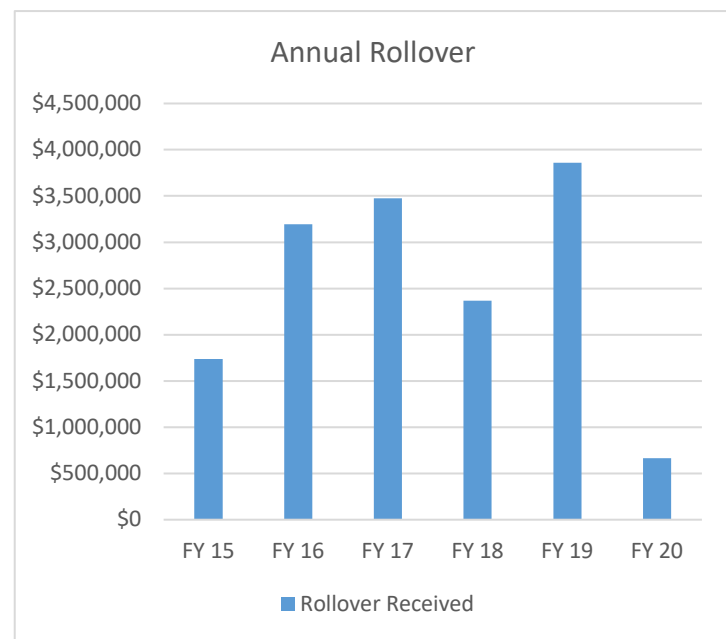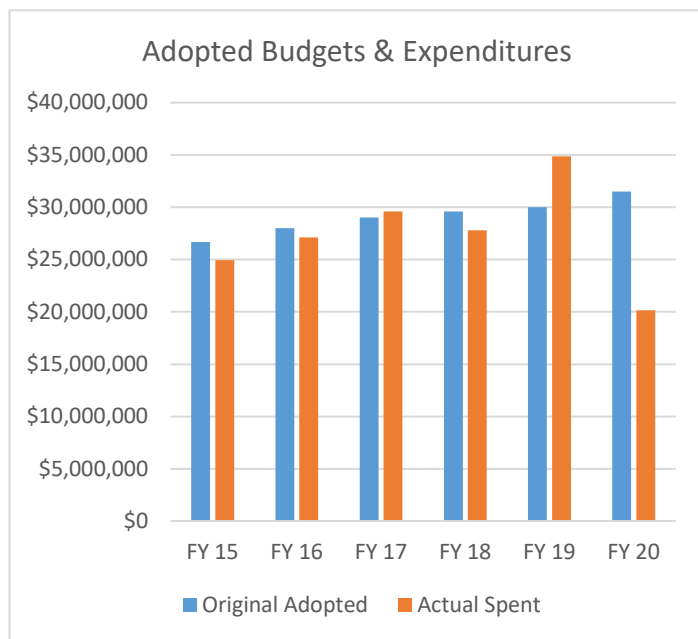| Department |
| --- |
| County Clerk (515) |
| Engineering & FPM |
| Engineering Repair & Replacement (035) |
| Right of Way (040) |
| Construction Programs (045) |
| Office of the County Engineer (208) |
| FPM-Repairs & Replacement (297) |
| FPM-Utilities & Leases (298) |
| Facilities & Property Maintenance (299) |
| Toll Road (050) |
| Tunnel & Ferry Operations (105) |
| Flood Control (090) |
| Community Services (289) |
| Juvenile Probation (840) |
| TRIAD-Juvenile Probation (842) |
| Protective Services (880) |
| Children's Assessment Center (885) |
| Domestic Relations (286) |
| Texas A&M AgriLife (821) |
| Pollution Control (272) |
| The Harris Center (296) |
| Public Health (275) |
| Universal Services (292) |

515-COUNTY CLERK

Data as of:	11/11/2019		Avg. Annual Budget Increase Last 5 Years:		3.4%
			FY 20 Adopted Budget Per Capita (Harris County):		$6.71

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$26,689,000	$28,000,000	$29,010,000	$29,590,000	$30,013,000	$31,514,000
Final Adjusted	$28,465,995	$31,188,826	$32,478,244	$31,942,880	$36,364,685	$32,177,042
Rollover Received	$1,735,789	$3,194,247	$3,476,517	$2,366,980	$3,859,202	$663,042
Rollover % of Adopted	7%	11%	12%	8%	13%	2%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$20,429,840	$21,730,291	$24,034,283	$23,658,229	$27,650,324	$17,235,228
Non-Labor/Transfers	$4,501,917	$5,391,885	$5,558,593	$4,131,886	$7,222,107	$2,928,958
Actual Spent	$24,931,757	$27,122,176	$29,592,877	$27,790,115	$34,872,431	$20,164,185

Adopted Budgets & Expenditures

Annual Rollover

FY20 Rollover as a % of FY20 Adopted Budget: 2.1%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**13**	**$9,752,896**	**$16,863,444**
2360-COUNTY CLERK RECORDS MANAGEMNT	6	$3,017,393	$9,340,895
23G0-COUNTY CLERK COURT TECHNOLOGY	0	$450	$404,874
23H0-COUNTY CLERK RECORDS ARCHIVE	7	$6,425,167	$5,993,644
2550-ELECTION SERVICES FUND	0	$309,886	$1,124,031

PERSONNEL SUMMARY FOR COUNTY CLERK

All Department Funds
as of November 2019
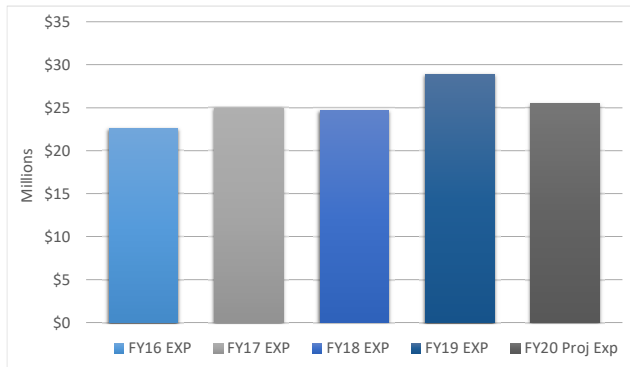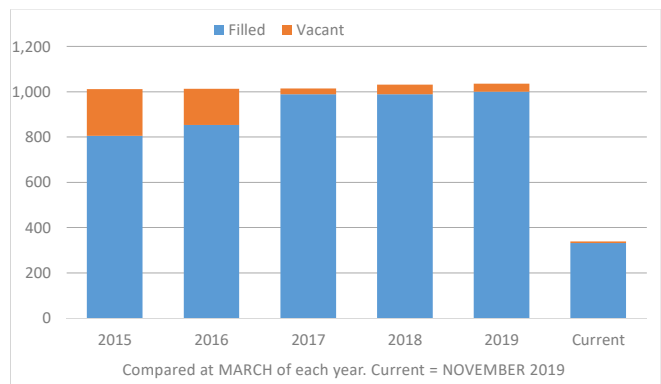
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Compared at MARCH of each year. Current = NOVEMBER 2019

	Filled	Vacant	Total
R32+	331	8	339
Part	0	0	0
Temp	0	0	0

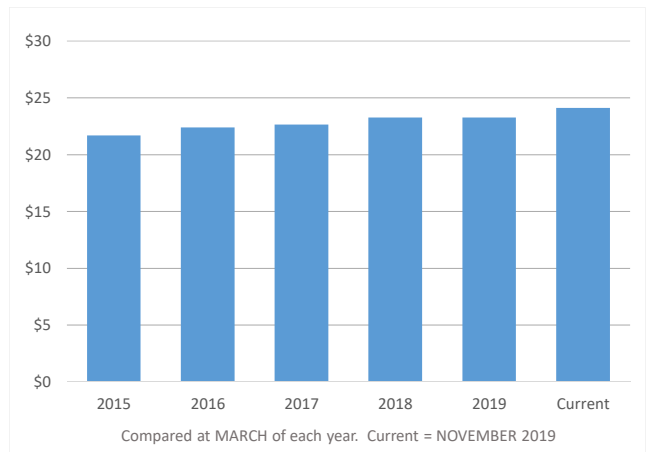## Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	278	5.2%	5.2%
Sept 2017	253	7.6%	3.7%
Sept 2016	238	11.1%	3.6%
Sept 2015	218	15.2%	3.6%
Sept 2014	199	21.7%	4.0%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

14%, 7%, 13%, 15%, 51%

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

22%, 18%, 9%, 37%, 14%

Number of Employees by Age

Categories: <25, 26-35, 36-45, 46-55, 56-65, >65
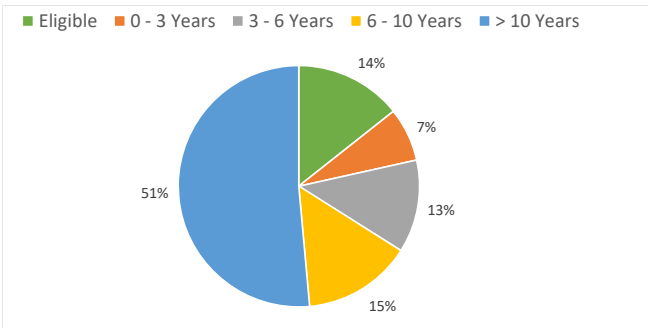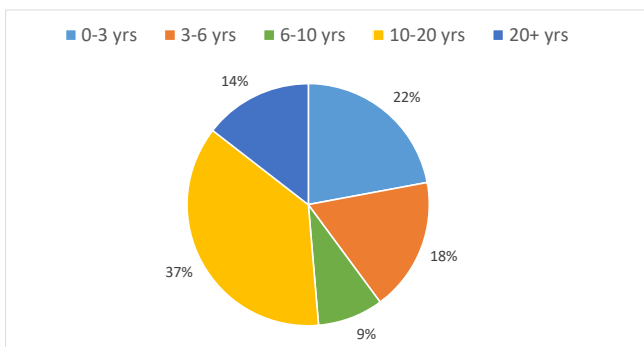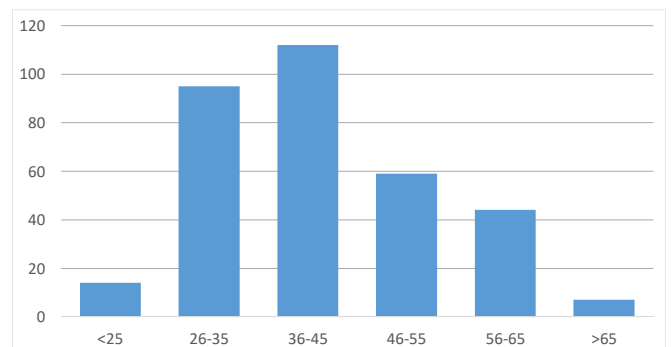
Department-Provided Information

FY 2019-20 Organizational Chart
Harris County Clerk's Office

General Administration Division
254 General Fund Positions
6 Records Management Fund Positions
7 Records Archive Fund Positions

Election Administration Division
71 General Fund Positions

Harris County Clerk
(1) Elected Official

Chief Deputy
(1) Position

Administrator of Elections
(1) Position

- Election Administration
  (43) Positions
  - Election Technology Center
    (21) Positions
  - Voter Outreach
    (6) Positions
  - Election Clerks –
    Temp. Agency

Senior Director, IT
(1) Position

- Information Technology Department
  (22) Positions

Asst. Chief Deputy Records Division
(1) Position

- Real Property Department
  (24) Positions
- Personal Records Department
  (15) Positions
- Branch Offices Ten locations
  (35) Positions

Asst. Chief Deputy Admin. Division
(1) Position

- Administration Department
  (10) Positions
- Purchasing & Supplies Department
  (2) Positions

Asst. Chief Deputy Courts/Financial Division
(1) Position

- Records Information Department
  (20) Positions
- County Civil Courts Department
  (38) Positions
- Probate Courts Department
  (45) Positions
- Financial Department
  (6) Positions
- Commissioners Court Department
  (10) Positions

Senior Director
(1) Position

- Records Preservation Department
  (21) Positions
- Data Entry Section
  (12) Positions

County Clerk Org Chart
Revised – 12-14-18

Form #1: Department Mission and Metrics

County Clerk - 515

A) Department Purpose/Mission

To provide all the citizens of Harris County with ample opportunity to exercise their right to vote. To protect and promote the public trust and confidence by conducting open and fair elections in compliance with the election laws of the State of Texas. To report each vote cast in an accurate, verifiable and timely manner.

To provide excellent service to all of the residents of Harris County for all of the statutory duties the County Clerk is responsible for. To support the courts that we serve with integrity and honor while adhering to the statutes and rules that govern the office of the County Clerk.

B) Discuss your department's accomplishments in the last year.

The County Clerk's Office received Secretary of State approval to utilize a Countywide Polling Place Program in Harris County. We were awarded a $250,000 grant from the Houston Endowment for the County Wide Polling Place Program outreach campaign. With County Wide Polling Places, no Provisional Ballots were cast for voters who showed up at the wrong polling location. We developed new technology features to help voters find the nearest polling location. We expanded the Student Poll Watcher Program. In association with the Probate Courts, we moved to a paperless court process.

C) Discuss actions taken to drive efficiency and productivity in your department.

We had 60,000 rolls of microfilm converted to digital images. Our clerks and the public are now able to access these public document images thru the electronic index and will no longer have to view the documents on microfilm. As a result of this project, approximately 40 additional years of real property documents are now available online via the County Clerk search portal. In association with the Probate Courts, we have instituted electronic workflows that move court documents electronically from the clerk's office to the courts and back.

D) Describe any new responsibilities your department assumed this year.

In May of 2019, the County Clerk's Office successfully implemented the Countywide Polling Place Program. Voters can now choose to vote at any of 700+ locations on Election Day. We extended the voting hours to 7:00 to 7:00 for both weeks of Early Voting.

E) Specify any costs your department incurred this or last year that you won't have next year.

To implement the Harris County Polling Place Program, the electrical infrastructure at the Election Technology Center had to be updated at a cost of $300,000.

Form #1: Department Mission and Metrics

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

County Clerk Statistics	FY 2018-19	FY 2019-20 (to date)
Real Property Filings -	579,918	403,140
Marriage Licenses Issued -	33,319	21,918
Assumed Names Issued -	66,052	45,175
County Civil Court cases filed -	22,809	16,146
Probate Court cases filed –	20,466	15,253
Document copies (pages) -	564,812	343,852
Entity Elections conducted -	26	57

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

As an office that files and records public documents, the demand for our services is driven by the public and their need to record documents, have licenses issued or hold elections. In addition to the office wide statistics provided, we also keep the same type of statistics at a location level and where applicable, on an individual clerk level. We have and will continue to conduct surveys with the public concerning the use of our website and other services.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 515 - County Clerk - General and Election Administration

FY19/20 General Fund Adopted Budget:	$31,514,000
Rollover Budget Received in FY19/20:	$663,042

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Election Voter Outreach Department Payroll - provides voter outreach services to all comunitites thru out Harris County.	$499,866	6	2	$198,090	39.6%	1	Yes
2	Election Administrarion Department Payroll - conducts elections for Harris County and other entities.	$3,180,450	44	4	$274,428	8.6%	2	Yes
3	Election Technology Center Payroll - provides operational and technical support of elections, stores and maintains the eSlate voting machines.	$1,611,477	21	1	$57,579	3.6%	3	Yes
4	Election Day Judges and Clerks - per Order of Commissioners Court, the pay for Judges will be increased to $20 per hour and $17 per hour for Alternate Judges and Clerks.	$1,161,000	0	0	$1,763,940	151.9%	4	Yes
5	Election Early Voting Judges and Clerks - 52 Early Voting sites, Ballot by Mail and phone bank clerks. Additional costs associated with hourly rate increases and using Temp Agencies.	$2,426,867	0	0	$2,909,013	119.9%	5	Yes
6	Election Operational Expenses - provides the software licensing, support and maintenance, voting equipment connectivity, technical support and transportation, election notices, postage, printing, polling site rentals and security, election training and ADA compliance.	3,699,339	0	0	$677,069	18.3%	6	Yes
8	County Clerk General Administration Payroll - provides the support for the filing of real property records, issues marriage licenses and assumed names, serves as clerk for Commissioner Court, the four County Civil Courts and the four Probate Courts.	$19,292,066	254	6	$402,491	2.1%	7	Yes
9	County Clerk Operational Expenses - provides for some of the operational expenses for the office. A majority of the operational expenses come from our Records Management Fund.	$305,976	0	0				
10								
11								

| **Department-Estimated Totals** | | $32,177,041 | 325 | | $6,282,610 | 19.5% | | |

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **County Clerk**

Functional Area: Elections – Voter Outreach
Dept. Funding Priority #:   1

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		$198,090
Other Recurring Costs		
Total Request	$	**$198,090**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Two additional Voter Outreach positions are needed.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Provide voter outreach to all communities within Harris County. Greater voter participation and awareness.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The County Clerk's Office is responsible for administering county, state and federal elections in Harris County. For this reason, the County Clerk's Communications and Voter Outreach department is in need of two Outreach Coordinator positions to be able to place an individual with the skills usually acquired via college education to take the lead in implementing outreach in the African American Community, American with Disabilities Act Requirements, and overall outreach to the County as a whole. More importantly, as a voter rights jurisdiction with the third largest county in the nation with a minority population which comprises 63 percent plus of its population, Harris County must continue to show the U.S. Department of Justice (DOJ) full commitment to continue to provide minority voters and voters with disabilities the information, materials and assistance needed to access the voting process.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Full Job descriptions of both positions produced with a checklist of responsibilities that coincide with the language assistance coordinators that will also detail the specific roles of the requested positions. Other metrics checklist will include 1. Law Requirements 2. Outreach Surveys 3. Project Management 4. Annual Evaluations-the checklist items in turn will be included in annual Outreach Department reports post-election cycles.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Our office will communicate the results of the evaluation through an annual report currently done after every November General Election that covers the entire year's elections data. A similar report is provided to the U.S. Department of Justice (DOJ) for the Language Assistance Program for the Hispanic, Vietnamese, and Chinese Communities, which includes our efforts to meet the needs of the community with language provisions and minority communities as a whole. The report includes voter registration vs. voter turnout data, materials/reports produced, events conducted/attended, overall outreach log of publications, surname data and the measurement of those duties carried out. The report will include graphs and all efforts the office has taken with the Voter Outreach Campaign and new method of voting in Harris County. The report will include how our office addressed all State legislative changes as it pertains to the work that is required to be done, by this department and any advisories or letters produced by the State that requires specific duties and reports to be produced.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
2 Voter Outreach Coordinator positions, with a base salary of $68,162 for each position. We are requesting both positions for 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or build-out is required.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **County Clerk**

Functional Area: Elections – Ballot by Mail
Dept. Funding Priority #:   2

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		$274,428
Other Recurring Costs		0
Total Request	$	**$274,428**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Four additional Ballot by Mail positions are needed due to the increase mail ballots.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional clerks are needed to handle the increased volume of mail ballots.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Nov 2016 we mailed 115,000 ballots & Nov 2018 we mailed 119,000. The number of voters that are 65 or older has grown to 400,000 plus in Harris County. This is the majority of mail voters.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Compare amount of hours worked and overtime from like elections (i.e. 2018 to 2020).
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Produce annual reports.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
4 Clerk II positions, with a base salary of $43,680. We are requesting the positions for 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Existing office space will be used. Additional cubicles will be purchased.

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **County Clerk**

Functional Area: Election Technology Center
Dept. Funding Priority #:   3

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		$57,579
Other Recurring Costs		
Total Request	$	**$57,579**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
One additional technician position is needed to handle the increase in the amount of equipment maintained and stored at the Election Technology Center warehouse.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional technician is needed to handle the increased volume of voting equipment and the increase in election night drop off locations.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Received 1200 new iPads and 350 pieces of voting equipment from Travis County, also increased election night drop off to 10 locations.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Should lower overtime in the department.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Through performance measures.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
1 Election Technician II position, with a base salary of $34,810. We are requesting the position for 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or build-out is required.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **County Clerk**

Functional Area: Elections – Election Day Judges & Clerks
Dept. Funding Priority #:   4

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		$1,763,940
Other Recurring Costs		
Total Request	$	**$1,763,940**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
On July 30, 2019, the Harris County Commissioners Court approved pay increases for Election Day Judges and Clerks. FY 2020-21 is a Presidential Election year - voter participation will increase.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional funds will be needed to cover the pay increase and the additional hours worked.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Input from the community will assist our office by identifying the issues we must focus on in order to properly qualify every voter with their ballot.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Evaluate the election judge and clerks each election and determine what training methods our instructors need to focus on in election day training
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Utilize a grading scale to determine if the judges and clerks are completing all the required paper work and providing each voting with the correct precinct and ballot style.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Election Day Judges pay was increased to $20.00 per hour and Election Day Clerk's pay was increased to $17.00 per hour. The requested amount is the additional funds needed over the anticipated election day payroll expenditures for FY 2019-20.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or build out is required.

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **County Clerk**

Functional Area: Elections – Early Voting Judges & Clerks
Dept. Funding Priority #:   5

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		$2,909,013
Other Recurring Costs		
Total Request	$	**$2,909,013**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
On July 30, 2019, the Harris County Commissioners Court approved pay increases for all Early Voting Judges and Clerks. FY 2020-21 is a Presidential Election year - voter participation will increase. Starting in FY 2019-20, all Early Voting temps are now hired thru a temp agency, which includes an administrative cost.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional funds will be needed to cover the pay increase and the additional hours worked.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The increase in the rate of pay will appeal to a lot more people seeking jobs and we will have a better response in hiring election clerks.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Review the recruitments from the parties with the pay increase to the recruitment in previous years.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Provide an annual report in July that compares the previous year recruitment to the current year recruitment.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Early Voting Judges pay was increased to $20.00 per hour and Early Voting Alternate Judges and Clerk's pay was increased to $17.00 per hour. All these Judges and Clerks are now paid thru a temp agency. The temp agency administrative cost is in addition to the approved pay increase. The requested amount is the additional funds needed over the anticipated Early Voting payroll expenditures for FY 2019-20.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or build out is required.

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **County Clerk**

Functional Area: Elections – Election Operational Expenses
Dept. Funding Priority #:   6

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		$677,069
Other Recurring Costs		
Total Request	$	**$677,069**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
With FY 2020-21 being a Presidential election year, the operational costs to conduct the Primaries and the November Election will be higher.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional funding will be spent on printing, postage, technical support, notices, security and training.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
In last Presidential budget year (FY 2016-17), we expended $4,094,400 in operational expenses.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
That all citizens of Harris County were provided ample opportunity to vote in open and fair elections.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Provide regular updates to Court as needed.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Additional election positions are requested under priority items 1 thru 3.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or build out is required.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **County Clerk**

Functional Area: Annexes; (Baytown, South Belt, Humble, Cypresswood, and North Shepherd)
Dept. Funding Priority #:   7

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		$284,850
Other Recurring Costs		
Total Request	$	**$284,850**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Five permanent annex Clerk III positions to help with the increase of public needs and services in their local areas. We currently have offices with only two staff members, we need an extra employee at these locations so that no one works alone to help with office security.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Will decrease in the waiting time for customers on a daily basis
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The annex locations are near a Texas Department of Public Safety office where there has been an increase of birth certificates requested from our office on a daily basis by the customers renewing their licenses. The new 2019 TxEver system from the state has increased the time in which it takes our office to issue the birth certificates resulting in the wait time for customers.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Monitor the reduction in wait time at these annexes.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Provide annual report to the Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
5 Clerk III positions, with a base salary max of $34,320 for each position. We are requesting the five positions for 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or build-out is required.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **County Clerk**

Functional Area: Information Technology Department
Dept. Funding Priority #:   7

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		$117,641
Other Recurring Costs		
Total Request	$	**$117,641**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The County Clerk's Office is in need of a Business Analyst position in our I.T. Department to serve as an intermediary between the end users of our court and land records applications and the developers and Help Desk personnel in both our IT Department and those of our vendors.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Hire or promote from within a person who can serve as a Business Analyst who is proficient in both the office work environment and the IT environment.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
We have observed the beneficial value the Business Analyst role can play in other county offices.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will measure the effectiveness by how much progress is made in further development and use of the software applications and the resolutions of issues with the application.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Provide annual updates to the Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
1 Business Analyst position, with a base salary of $83,013. We are requesting the position for 26 pay periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No additional office space or build-out is required.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

208-ARCHITECTURE & ENGINEERING

| Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	2.1%
		FY 20 Adopted Budget Per Capita (Harris County):	$6.34

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$26,800,000	$28,500,000	$28,766,000	$29,260,000	$30,097,000	$29,802,000
Final Adjusted	$26,823,981	$32,598,061	$31,884,981	$29,562,756	$31,481,472	$32,562,376
Rollover Received	$0	$1,600,532	$6,784,481	$4,774,258	$1,697,394	$4,083,225
Rollover % of Adopted	0%	6%	24%	16%	6%	14%

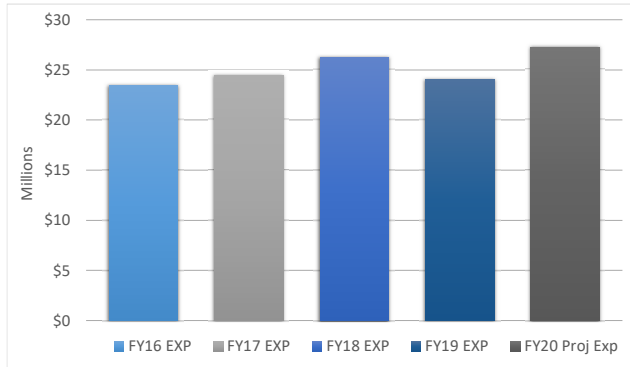| Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$21,356,382	$21,647,326	$22,066,272	$23,797,526	$22,111,984	$17,805,061
Non-Labor/Transfers	$3,216,421	$3,847,086	$4,472,504	$3,404,534	$4,503,896	$2,269,720
Actual Spent	$24,572,803	$25,494,412	$26,538,776	$27,202,061	$26,615,879	$20,074,782
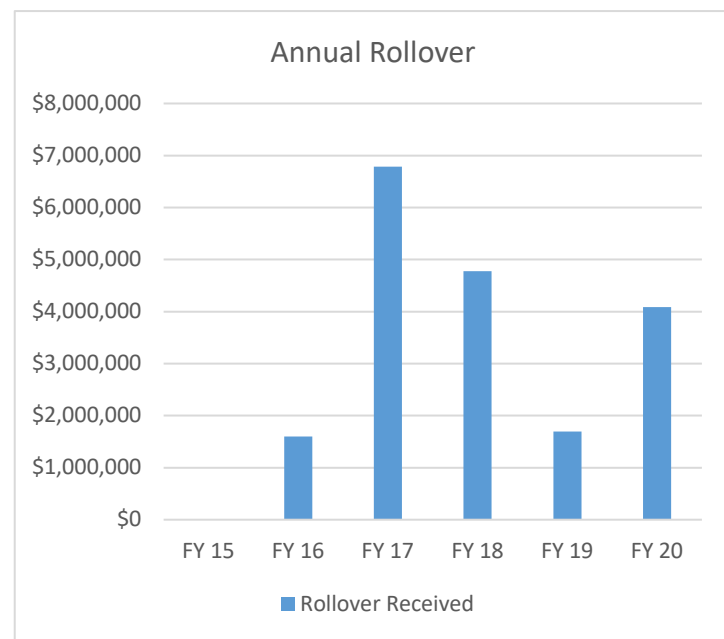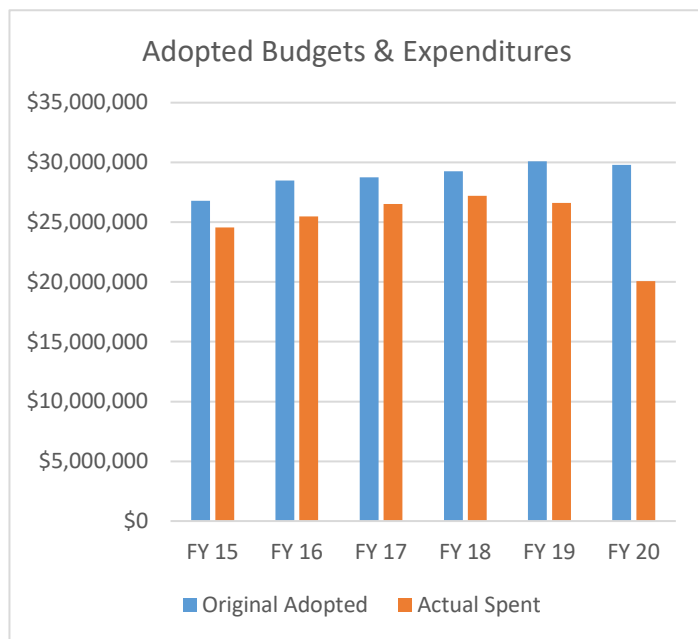
FY20 Rollover as a % of FY20 Adopted Budget: 13.7%

Other Department Resources

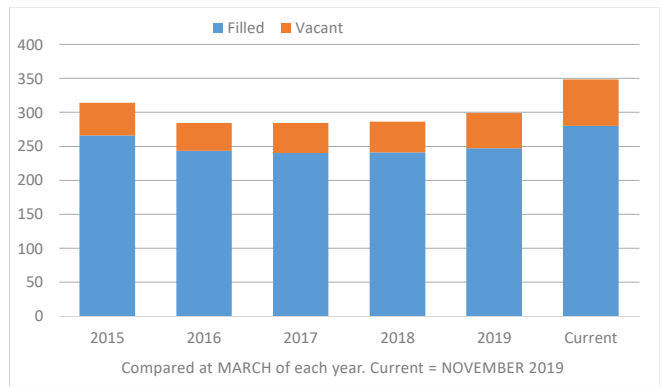| Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$2,558,951**	**$5,883,833**
20A0-PORT SECURITY PROGRAM	0	$122,507	$230,000
2450-STORMWATER MANAGEMENT FUND	0	$9,666	$51,337
2520-COMM DEV FINANCIAL SURETIES	0	$206,957	$1,867,862
25A0-HOUSEHOLD HAZARDOUS WASTE CTR	0	$128,687	$21,197
2730-FIRE CODE FEE	0	$1,977,532	$3,713,437
3980-PIB COMMERCIAL PAPER SERD-2002	0	$108,128	$0
7234-FLOOD OF MAY 2015	0	$5,474	$0

PERSONNEL SUMMARY FOR OFFICE OF COUNTY ENGINEER

All Department Funds
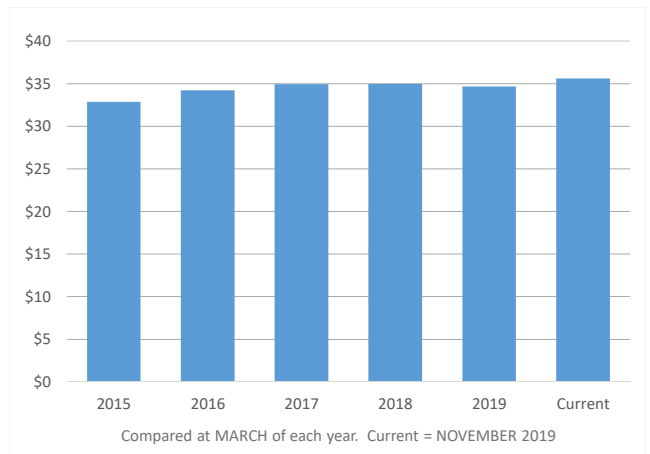as of November 2019

Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Legend: Filled, Vacant

Compared at MARCH of each year. Current = NOVEMBER 2019

Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	207	5.7%	5.7%
Sept 2017	180	7.9%	3.9%
Sept 2016	164	9.7%	3.1%
Sept 2015	155	12.8%	3.1%
Sept 2014	141	24.2%	4.4%

	Filled	Vacant	Total
R32+	272	61	333
Temp	8	7	15
	0	0	0

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

Values: 22%, 9%, 7%, 12%, 50%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

Values: 39%, 13%, 9%, 30%, 9%

Number of Employees by Age

Age groups: <25, 26-35, 36-45, 46-55, 56-65, >65
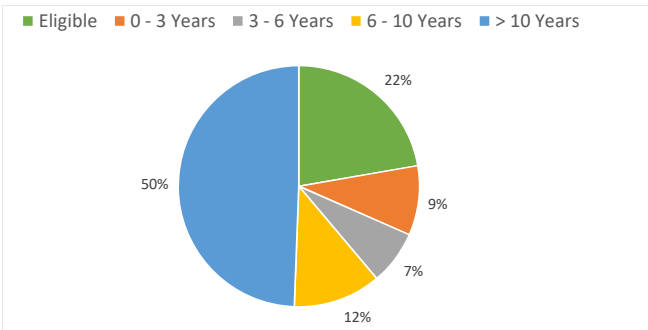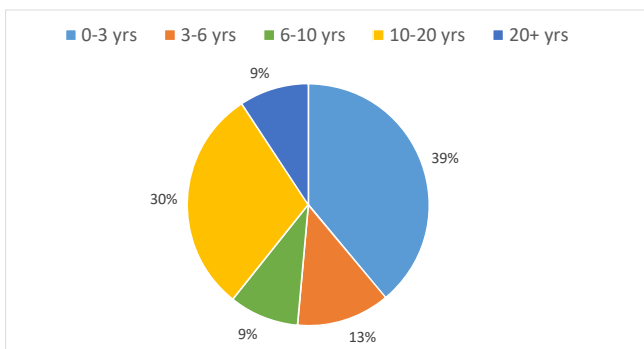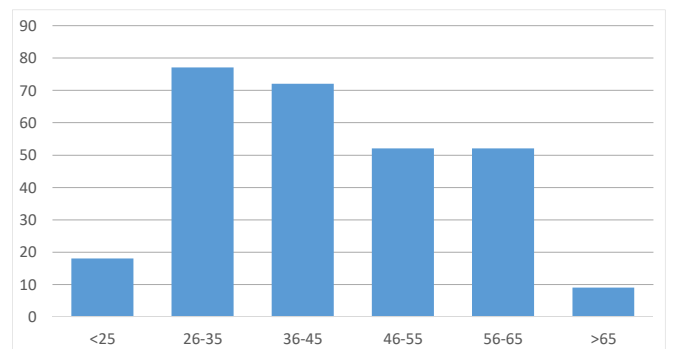
Department-Provided Information

11/8/2019

Office of the County Engineer

John R. Blount, P.E.
County Engineer   (735)

Executive Assistant
Erlinda Deleon

Loyd Smith, P.E.
Asst. County Engineer

Public Infrastructure Coordination (PIC) (4)

Dave Bechtol -	Chief Financial Officer
Joe Castillo -	Chief of Planning and Delivery
Nick Russo -	Environmental Compliance Officer
Angela Murry	Administrative Officer

Administrative Assistant Jackie Butanda

Capital Projects Division (52)
Austin Appleton

PCT Project Coordinators

R&B 1	R&B 2
R&B 3	R&B 4

Capital Projects

Environmental

Construction Programs Division (110)
Rich Elwood

Road and Bridge

Capital Projects

Toll Road Program

Wage Rate

Asphalt & CMT

Real Property Division (71)
Shannon Watson

Real Property

Surveying

Utility Coordination & Contract Admin

Transportation and Planning Division (34)
Brannan Hicks

Traffic Design and Planning

Traffic Signal Maintenance

MTP Coordination

Facilities and Property Management Division (221)
Jacob Frazelle

Business Services

Maintenance Services

Project Services

Space Planning Services

Environmental Health & Safety

Design Services Division (46)
Alisa Max

Architectural Design

Infrastructure Design

Special Projects

Programs

General Services Division (148)
Alisa Max

Permits (82)

Watershed Protection

Information Services

Administrative Services and Office Management

Records

Recovery & Resiliency Division (21)
Reid Mrsny

Program Administration

Project Delivery

===

Executive Groups

Training and Standards (1)	Human Resources (6)	Special Projects (17)

Form #1: Department Mission and Metrics

Office of County Engineer - 208

A) Department Purpose/Mission

EXECUTIVE DIVISION: The Department provides planning, study, and construction for all buildings, roads, bridges, traffic signals and systems, drainage improvements, parks, hike and bike trails and all other architectural, engineering, construction and maintenance projects in accordance with codes, design standards and contract documents for unincorporated Harris County. Additionally, the Department is responsible for environmental studies, operating the Household Hazardous Waste (HHW) facility, surveys, purchases, sales and leases of all County properties, utility coordination, issuance of all building permits. also for unincorporated Harris County. This department also administers 13 sets of rules and regulations, including Flood Plain Management for Harris County, and is a regional leader in providing wholly integrated professional services to a broad range of clients. The Department reports to Commissioner Court and interfaces directly with other County departments, private entities and the public. The vision of the Department is to enhance environments and create new infrastructure that will elevate the quality of life for the ever-growing community of Harris County. Our engineering, architectural, project management, real property assessments/acquisitions, construction and maintenance services are innovative and practical to ensure that our projects results are creative, sustainable and exceed expectations all while providing value to the citizens of Harris County.

TRANSPORTATION AND PLANNING DIVISION (TPD): Provides a safe, reliable, economical and integrated transportation system and operations for unincorporated Harris County. Harris County continues to be one of the fastest growing counties and, TPD is challenged to continue with the development and advancement of the Intelligent Transportation Systems (ITS) which improves overall transportation safety, minimizes the environmental impact, and promotes innovation and information sharing. An example, of the ITS infrastructure growth: In 2013, Harris County maintained and operated approximately 770 Traffic Signals, 550 School Zone Flashers, and 355 miles of Communication Fiber. By 2021, we anticipate maintaining and operating approximately 1100 Traffic Signals (Growth Rate - 42.9%), 650 School Zone Flashers (Growth Rate - 18.2%), 435 miles of Communication Fiber (Growth Rate - 22.5%), 10 Dynamic Message Signs (DMS) (Growth Rate - 100%), and 500 locations with Wireless Communications (Growth Rate - 100%).

DESIGN SERVICES DIVISION (DSD): Provides project management and in-house planning and design services to Harris County Precincts and various other County departments. Examples of projects include trails and bikeways, roadway repair and rehabilitation, parking lots, parks and playgrounds, small buildings, interior building

modifications and restroom facilities.

CAPITAL PLANNING DIVISION (CapPD): Is organized into the following groups:

- Support Services: Provides management, logistical, and administrative support to all facets of project delivery.
- Road and Bridge: Provides project management and oversight for study, design and bidding and contract awards of all precinct funded projects to include roads, bridges, on street bike lanes, parks, hike/bike trails, sidewalks, and storm water conveyance/detention in order to facilitate pedestrian and vehicular movement throughout unincorporated Harris County. The portfolio of the Road and Bridge Group averages 175 projects in design valued at approximately $750M.
- Buildings : Provides project management and oversight for programming, design, bidding and contract awards for all county (and some precinct facility projects) to include new construction, and renovations. The portfolio of the Buildings Group primarily evolves from the Engineering Department's annual Capital Improvement Program (CIP) and averages 50 projects in excess of $500M.
- HHS Projects: Provides project management and oversight for programming, design and contract awards of assigned Harris Health System facility projects to include new construction, renovations, and maintenance. The portfolio averages 25 projects valued in excess of $150M with projects ranging from minor maintenance requirements to the $40M Ben Taub Trauma Center.
- Environmental: Supports project delivery by conducting environmental field assessments, and submitting permit applications to meet federal and state requirements. Additionally, the group monitors environmental compliance at county facilities.

GENERAL SERVICES DIVISION (GSD): Provides services to the public, other Harris County entities including within the Engineering Department and is structured into the following groups:

- Management : Provides management and administrative support of the entire General Services Division.
- Land Development Regulation: Consists of the permitting of land development activities and all the activities that lead up to it, as well as the inspection of the development, ensuring compliance with land development

regulations; including fielding complaints from the public, and ensuring that privately constructed infrastructure projects, that will become public infrastructure, conforms to acceptable standards. This is done to protect public health and safety, as well as to protect the environment, all while increasing resilience in our community.

- Engineering Records and Information Requests: Manages Engineering Department documents, including new ones created daily. The group also performs Texas Freedom of Information Act and other internal project information requests, and is currently approximately 6 million documents into an organized electronic document management system.
- Financial, Fleet, & General Administrative Support: Are responsible for these primary functional areas:

Responsible for issuing purchase orders and managing the Engineering role in invoice payment in support of engineering functions.

Responsible for managing day to day fleet operations,, coordinating with HRRM on fleet accidents, and working with Purchasing and VMC to order and receive vehicles.

Other general administrative support includes preparing Engineering's court agenda, assisting with the administrative portions of bidding projects, as well as other general administrative duties.

- Household Hazardous Waste: Responsible for the collection and processing (reuse, recycle, or dispose) of bulked amounts of household hazardous waste from area residents to keep the County compliant with its environmental permitting.
- Water/Wastewater/Storm water: Responsible for keeping the County compliant with a multitude of environmental permits issued to the County. Additionally they perform engineering work pertinent to the County's and third party water and wastewater systems, with a public interest paid for by grant funds. The group also maintains on-site sewage facilities for general County sites as well as for Precincts that have requested such assistance.
- Information Systems: Provides Geographic Information Systems (GIS) support for County projects, serves as the liaison with Universal Services for Engineering's IT and application development needs, and manages Engineering's hardware and software needs.

RECOVERY AND RESILIENCY DIVISION (RRD): Was established to manage all engineering projects caused by Hurricane Harvey, and has grown to encompass any future catastrophic event to include Tropical Storm Imelda. The primary responsibilities include working with HRRM, and both CSD on CDBG funded projects

and Harris County Flood Control District on bond funded projects. This Division is funded outside the General Fund, with all expenditures paid by either CDBG grants or HCFCD bond funds.

B) Discuss your department's accomplishments in the last year.

EXECUTIVE DIVISION:

- Obtained a $2.5M GLO grant to be used to develop an emergency masterplan for the Criminal Justice System.
- Developed and adopted new building standards to help prevent damage due to high water.
- Initialized a multi-modal major thoroughfare plan for Harris County.
- Initiated the "Imagination Zone" Planning study to facilitate resiliency, sustainability, and enhance affordable housing initiatives.
- Initiated a Best Practices review of the organization using the American Public Works Association's Guidelines.
- Initiated a "Green Fleet" vehicle efficiency program.
- Developed a more robust Engineering Intern program and implemented a intern to hire program.

TRANSPORTATION AND PLANNING DIVISION:

- Completed the Local Controller Software deployment which improves core traffic controller operations, enhances user features, improves usability, and prepares for support of future Connected and Automated Vehicles (CAV).
- Completed the Traffic Signal System Battery Back Up which improves resiliency during power failures.
- Completed the Flashing Yellow Arrow turn signal operation at 3 legged intersections; which improves signal operations.
- Completed approximately 40% Flashing Yellow Arrow turn single operation at 4 legged intersections.
- Implemented Transportation and Planning Organizational Changes. The plan included succession planning steps and provided growth opportunities for new staff. The plan will provide better asset management capabilities for recent system improvements, and provides greater redundancy in staffing, to promote career development.

DESIGN SERVICES DIVISION:

- Have completed 59 projects totaling $30M.

CAPITAL PLANNING DIVISION:

- Completed 54 road and bridge projects totaling $135.1 M.
- Completed 36 building projects totaling $50.1M.

GENERAL SERVICES DIVISION:

- Performed recovery operations following Tropical Storm Imelda, including the management of contractor debris operations and damage assessment/permitting of flooded structures.
- Initiated implementation of an electronic records management system (Open Text) in conjunction with Universal Services. Performed initial customization and began the scanning of over 6 million documents.
- Successfully implemented regulatory changes related to land development to better protect the community from flood risk (Atlas 14 data implementation) and to meet new State requirements (implementation of House Bill 3167).
- 100% compliance with the County's overarching Texas Pollutant Discharge Elimination System Municipal Separate Storm Sewer System ("TPDES MS4") permit.
- The household hazardous waste collection program helped divert 300 tons of waste out of local landfills and served 6,000 Harris County families last year.
- Continued providing water and sewer connections to homes throughout the Aldine area through grants and partnerships, allowing residents to have reliable public water and sewer for the first time.
- Increased floodplain compliance efforts which continues to pay off.
- Successfully petitioned the JP Court that handles environmental crimes to add a second date for the Watershed Protection Group to bring their wastewater violation cases, so as to allow for timelier conclusion to these violations. The court now hears, on average, 150-200 wastewater cases per month, thereby decreasing pollution and the public health risk to our constituents in a more timely fashion.

RECOVERY AND RESILIENCY DIVISION (RRD):

- Have started or completed all of the preliminary engineering studies for the 105 subdivision drainage projects related to Hurricane Harvey, 3 of which have advanced to final design. RRD will continue an aggressive approach to complete this project as soon as possible.

Form #1: Department Mission and Metrics

C) Discuss actions taken to drive efficiency and productivity in your department.

EXECUTIVE DIVISION:

- Implemented a policy to hire third party contractors to work with all divisions to develop process mapping based on industry best practices.

TRANSPORTATION AND PLANNING DIVISION:

- Implemented Advanced Traffic Management System Software (CENTRACS), including computer system upgrades which allow real time performance monitoring of 50% of Harris County Traffic Signals. This provides for more timely system assessment, quicker troubleshooting, and proactive maintenance. Also, the system provides maintenance and asset management to support traffic signal and ITS maintenance operations.
- Developed an e-Builder system used to track and prioritize traffic studies and traffic related reviews.
- Implemented a centralized system to effectively communicate and track projects from study, design, operation, and maintenance. This increases efficiency and improves coordination amongst the design, maintenance and operations groups.

DESIGN SERVICES DIVISION:

- Reorganized the Division to change and improve the culture, leading to increased efficiencies and productivity.
- Implemented e-Builder to document tasks assignments, in order to efficiently utilize internal resources and track productivity to ensure timely project delivery.
- Developed new processes, procedures and a training program to ensure staff can deliver the projects more efficiently and increase productivity.

CAPITAL PLANNING DIVISION:

- Implemented e-builder project management systems to increase efficiency and deliver projects more rapidly. This system is designed to provide our clients better information with which to make decisions. Processes and information flows are shared across the Engineering Department within the software which allows the Division to identify challenges and correct them before they impact the project's schedule or budget.
- Developed a system to better interface with the Real Property Division and Utility Coordination to identify and correct acquisition of real property and

utility potential problems, thus reducing the turnaround time of projects.

GENERAL SERVICES DIVISION:

- New modules continue to be developed by ePermits to continue assisting in the automation and data management of the Permits Office, allowing for increased efficiencies and better data sharing between internal groups.
- Continued conversations to coordinate between the General Services Division (Permits & Watershed Protection Groups) and the County Attorney Office to improve coordination and increase compliance for multiple forms of violations, with a strong focus on floodplain and environmental issues.
- Reorganized the Permits review process from linear to concurrent reviews to help streamline efficiencies while implementing the requirements of new legislation.
- Initiated a project to scan paper records to an organized electronic document management system.

- Programming and implementation of the new DARE application, to assist with damage assessments and tracking post-disaster. The application provides nearly real-time field uploads, allowing improved data sharing across groups.
- Expanded use of ArcGIS online to include creation of layers to assist with the Single Family Housing initiatives.
- Converted AECOP to Geocortex platform, to increase flexibility and align Engineering with the Flood Control District.

RECOVERY AND RESILIENCY DIVISION (RRD):

- Completed a contract with HNTB for staff augmentation services to facilitate flexible and responsive staffing to support project delivery.
- Conducted studies on proposed project areas in order to be better informed of targeted solutions moving into the design phase.

D) **Describe any new responsibilities your department assumed this year.**

Executive: The Division has been tasked with undertaking various transportation management studies.

TRANSPORTATION AND PLANNING DIVISION:
The Division was assigned major projects, including development of the County Transportation Plan, County Pedestrian and Bicycle Safety Study and Vision Zero initiative.

Form #1: Department Mission and Metrics

DESIGN SERVICES DIVISION:
The Division is being used more to assist with conceptual planning for projects, such as parks.

CAPITAL PLANNING DIVISION: N/A

GENERAL SERVICES DIVISION:

- Electronic document management.
- Initiating the Good Housekeeping program project, in which GSD is creating a draft policy to be considered by Commissioners Court to ensure that our own County facilities will be operated using best practices with respect to water pollution. Currently the Division is interviewing County departments on current practices to ensure compliance which will be a requirement for approval on the next TPDES MS4 permit.
- Installation of SCADA systems on 30 County water wells, as Supplemental Environmental Program funds come available.

RECOVERY AND RESILIENCY DIVISION (RRD): N/A

E) Specify any costs your department incurred this or last year that you won't have next year.
N/A

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.
TRANSPORTATION AND PLANNING DIVISION:

- Utilizing CENTRACS, the Division can monitor the number of traffic signal maintenance tickets closed in a given time frame as well as response times.
- Utilizing ePermits and e-Builder reporting, the Division can monitor the number of traffic studies and reviews that are completed in a given month or year.

DESIGN SERVICES DIVISION:

- Utilizes e-Builder for project and task tracking purposes. The system enables the tracking of the total number of projects managed by staff, overall project

Form #1: Department Mission and Metrics

schedules and delivery, tasks performed by staff, planned budget vs actual expenses by project, and change orders.

CAPITAL PLANNING DIVISION:

- Developing metrics within e-Builder to monitor internal performance keys such as project time between initiation and completion, and project budgeted costs versus actual costs.

GENERAL SERVICES DIVISION:

Permits & WPG staff that issue permits and do inspections:

- Permits Issued: FY18=34,154; FY19=36,048 (excluding storm repair permits)
- Plats recorded: FY18=455; FY19=439
- Inspections passed: FY18=28,800; FY19=32,037
- Additional reports concerning personnel's individual performance and team performance is run through ePermits.

Watershed Protection (in addition to data above under Permits):

- Grant funded water wastewater projects:
- Water connections: FY19: 167, FY20 YTD: 96
- Wastewater connections: FY19: 88, FY20 YTD: 89
- Construction Cost: FY19: $3.5M, FY20YTD: $2.4M
- Household Hazardous Waste:

	Pounds of waste collected: FY19: 599,421 lbs., FY20 YTD: 413,444 lbs. *(12 month projection for FY 2020 = 675,000 lbs.)*

	Families served: FY19: 5,915 families, FY20 YTD: 4,253 families *(12 month projection for FY 2020 = 7,000 families)*

- 100% compliance on all environmental permits managed by the Group.

Records:

- Information requests processed:

	FY19: 13,824
	FY20: (through September 30): 9,789 *(12 month projection for FY20 = 16,750)*

RECOVERY AND RESILIENCY DIVISION (RRD):

Developing metrics within e-Builder to monitor the following:

- Projects in the study/design/completed design phases awaiting funding vs. total number of projects.
- Projects bidding/under construction vs. total number of projects.
- Projects completed vs. total number of projects.
- Funding encumbered to date.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

TRANSPORTATION AND PLANNING DIVISION:

- Utilizing CENTRACS, the Division can monitor the number of tickets generated by constituent calls/requests an the number closed. CENTRACS can also provide reports with response times.
- Utilizing ePermits and e-Builder reporting, the Division can monitor the number of studies and reviews were generated by constituents and how many were closed.

DESIGN SERVICES DIVISION:

The Division relies on customer feedback to help refine operating procedures and project delivery.

CAPITAL PLANNING DIVISION:

- This year, the Engineering Department utilized an outside engineering consultant to provide independent, third party analysis of the Capital Projects Division cost to deliver projects compared with the City of Houston based on actual 2018 data. This analysis included the number of employees (FTEs at 2,080 hours), their fully burdened salary with associated soft costs, and total project cost. The draft results showed that the division is significantly more efficient than the City of Houston when doing equivalent work. The next phase

Form #1: Department Mission and Metrics

of the study will include comparison to other non-Harris County entities and also will compare project delivery time schedules .

GENERAL SERVICES DIVISION:

- The Division relies heavily on customer feedback to gauge efficiencies.

RECOVERY AND RESILIENCY DIVISION (RRD):

- Working with other agencies to develop a system to monitor the impact of work being done in County subdivisions to determine the success of the improvements.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: | **208 - Office of the County Engineer**

FY19/20 General Fund Adopted Budget:	$30,628,000
Rollover Budget Received in FY19/20:	$4,366,623

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Executive Division - provides management of the organization and interfaces with Court members, other County departs and the public. Additionally, provides administrative, environmental, financial, HR and	$3,269,059	34					
2	Transportation and Planning Division - responsible for the operations and maintenance of the County's integrated transportation system.	$3,461,235	34					
3	Design Services Division - responsible for project management and in-house planning and design services for County projects.	$4,354,020	46					
4	Capital Projects Division - responsible for providing administrative, logistical, and management support for all faucets of architectural and engineering projects up to bid award.	$7,755,699	52					
5	General Services Division - responsible for permitting, storm and waste water systems, Household Hazardous Waste operations and Engineering records management.	$11,560,155	148					

| Department-Estimated Totals | | $30,400,168 | 314 | 0 | $0 | 0.0% | | |

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

NUMBER OF TRAFFIC STUDIES COMPLETED

	January	February	March	April	May	June	July	August	September	October	November	December
2018	15	19	40	32	26	16	45	25	19	24	35	22
2019	26	23	32	32	40	39	30	24	39			
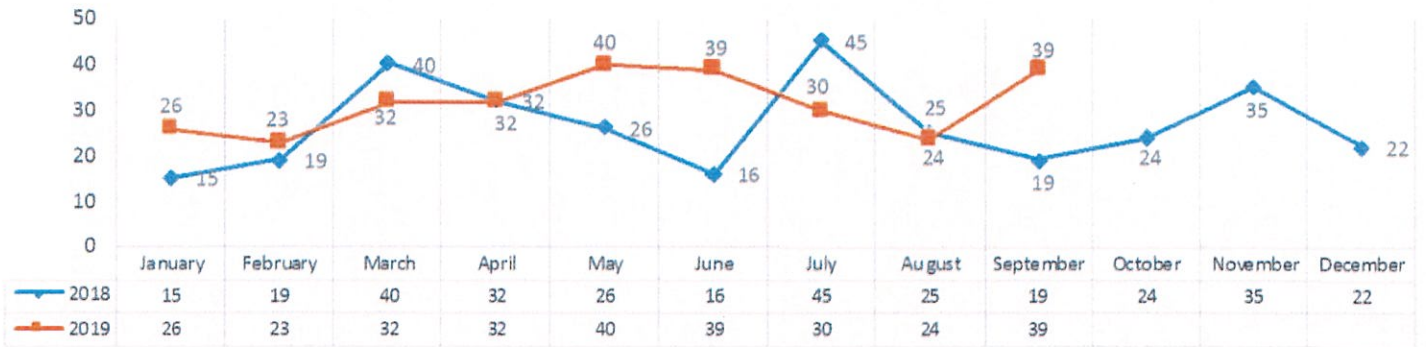
NUMBER OF CIP TRAFFIC REVIEWS COMPLETED

	January	February	March	April	May	June	July	August	September	October	November	December
2018							16	41	18	25	22	5
2019	36	36	19	25	29	33	32	51	31			
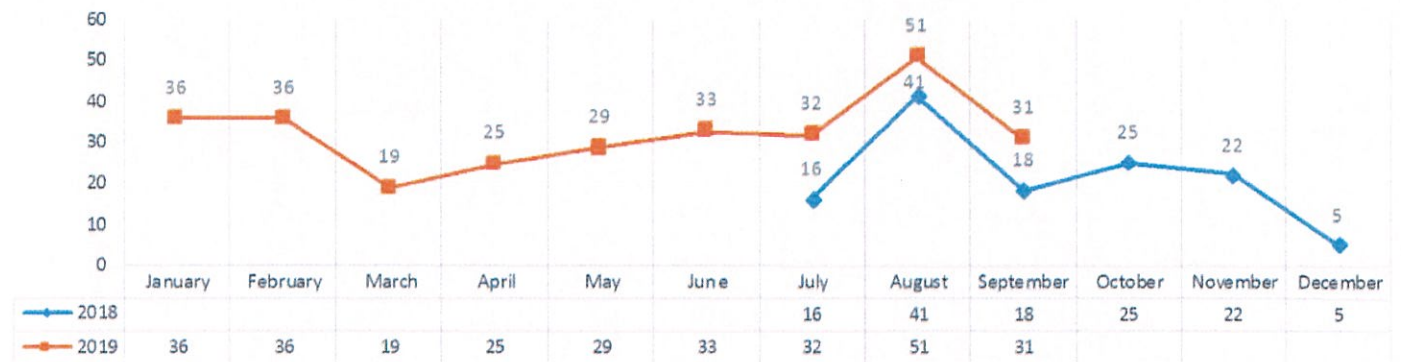
NUMBER OF PERMIT TRAFFIC REVIEWS COMPLETED

	January	February	March	April	May	June	July	August	September	October	November	December
2018	500	520	520	580	550	650	500	600	550	650	580	550
2019	510	530	530	510	560	610	530	610				
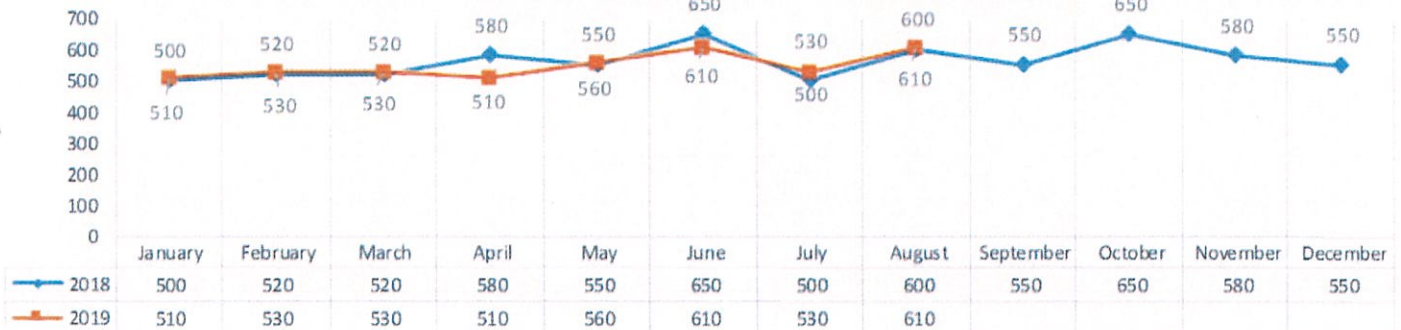
NUMBER OF PLAT TRAFFIC REVIEWS COMPLETED

	January	February	March	April	May	June	July	August	September	October	November	December
2018	100	110	150	180	150	120	100	120	100	150	120	110
2019	90	100	105	115	115	100	90	95				
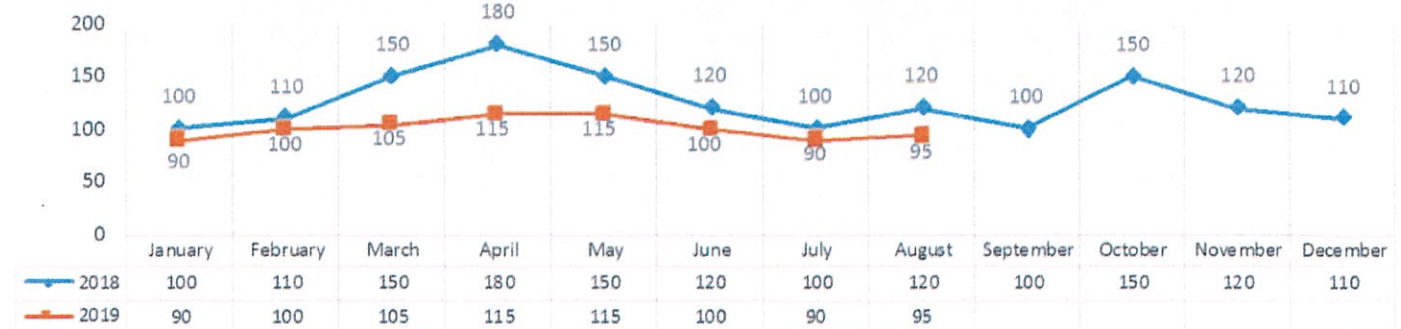
Harris County Plats Issued
GSD

Legend:
- 2017 -476
- 2018 - 441
- Oct. 2019 YTD - 361
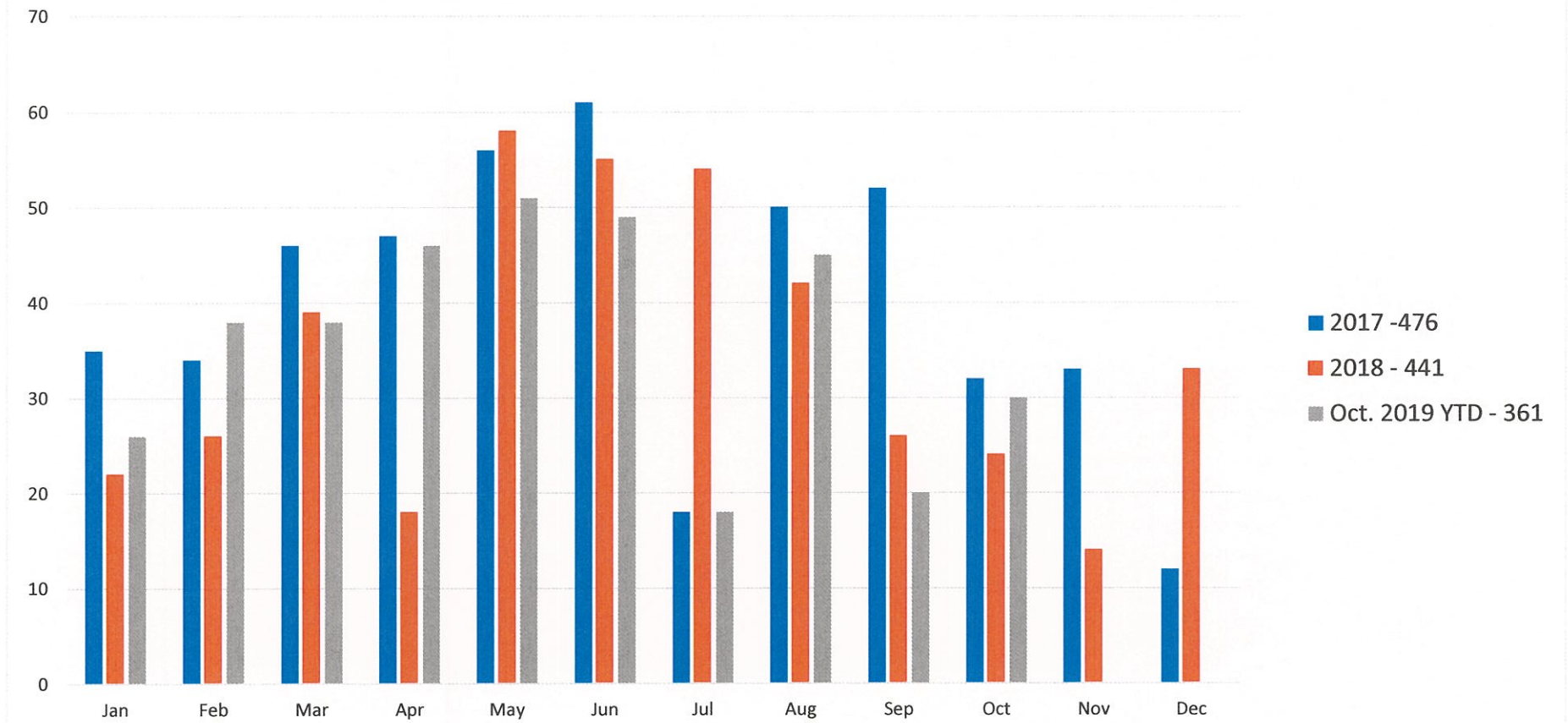
Household Hazardous Waste
Pounds (lbs) of Disposal Waste

Legend:
- Oct. 2019 YTD - 542,791
- 2018 - 580, 465
- 2017 - 527,311
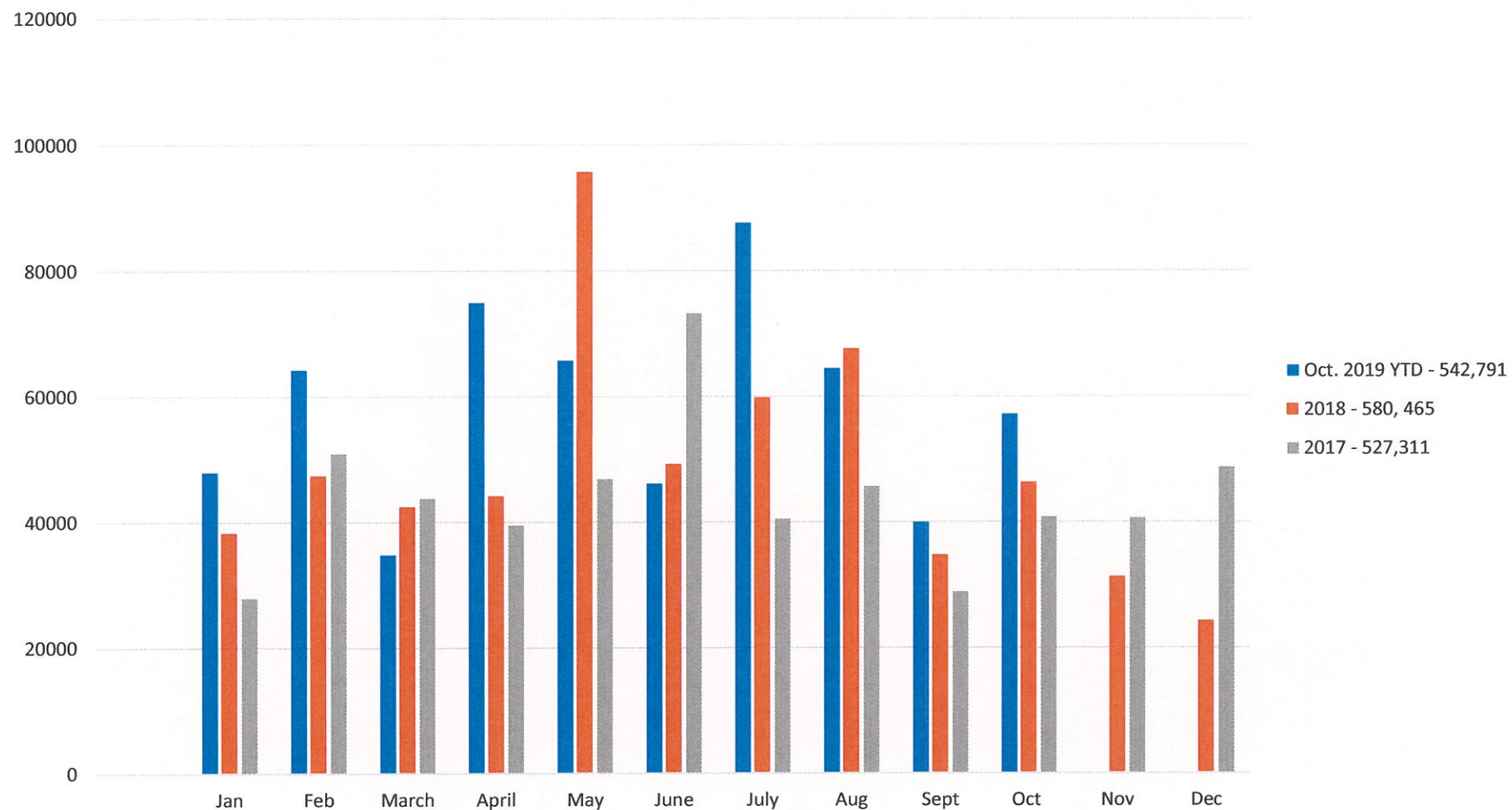
Household Hazardous Waste
Number of Users

Oct. 2019 YTD - 5,229
2018 - 5, 758
2017 - 5,693

Permit Revenue
GSD

Legend:
- 2017 - $13,797,704
- 2018 - $$16,022,706
- Oct. 2019 YTD - $13, 858,936

(X-axis: January, February, March, April, May, June, July, August, September, October, November, December)

(Y-axis: 0 to 2000000)
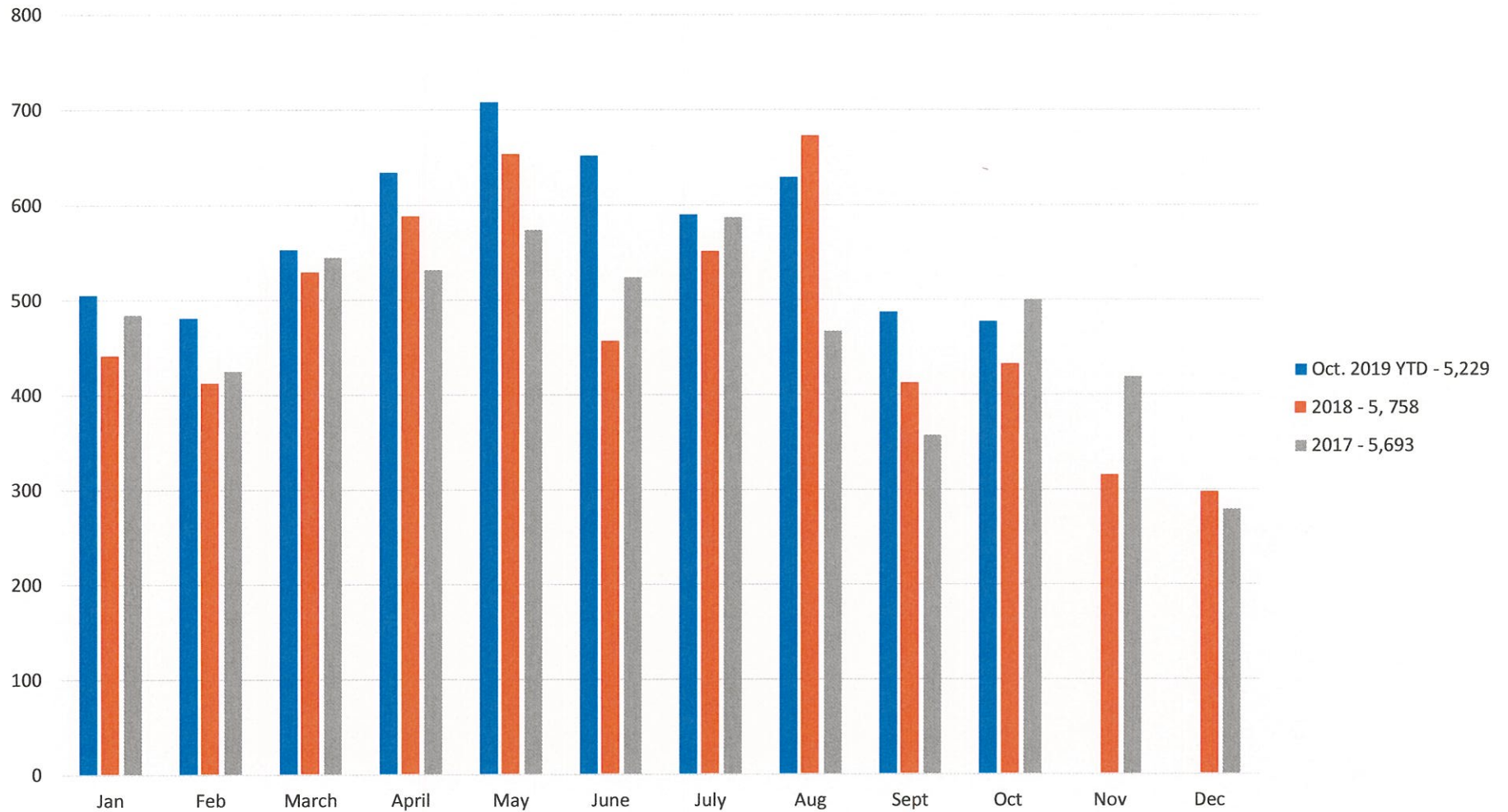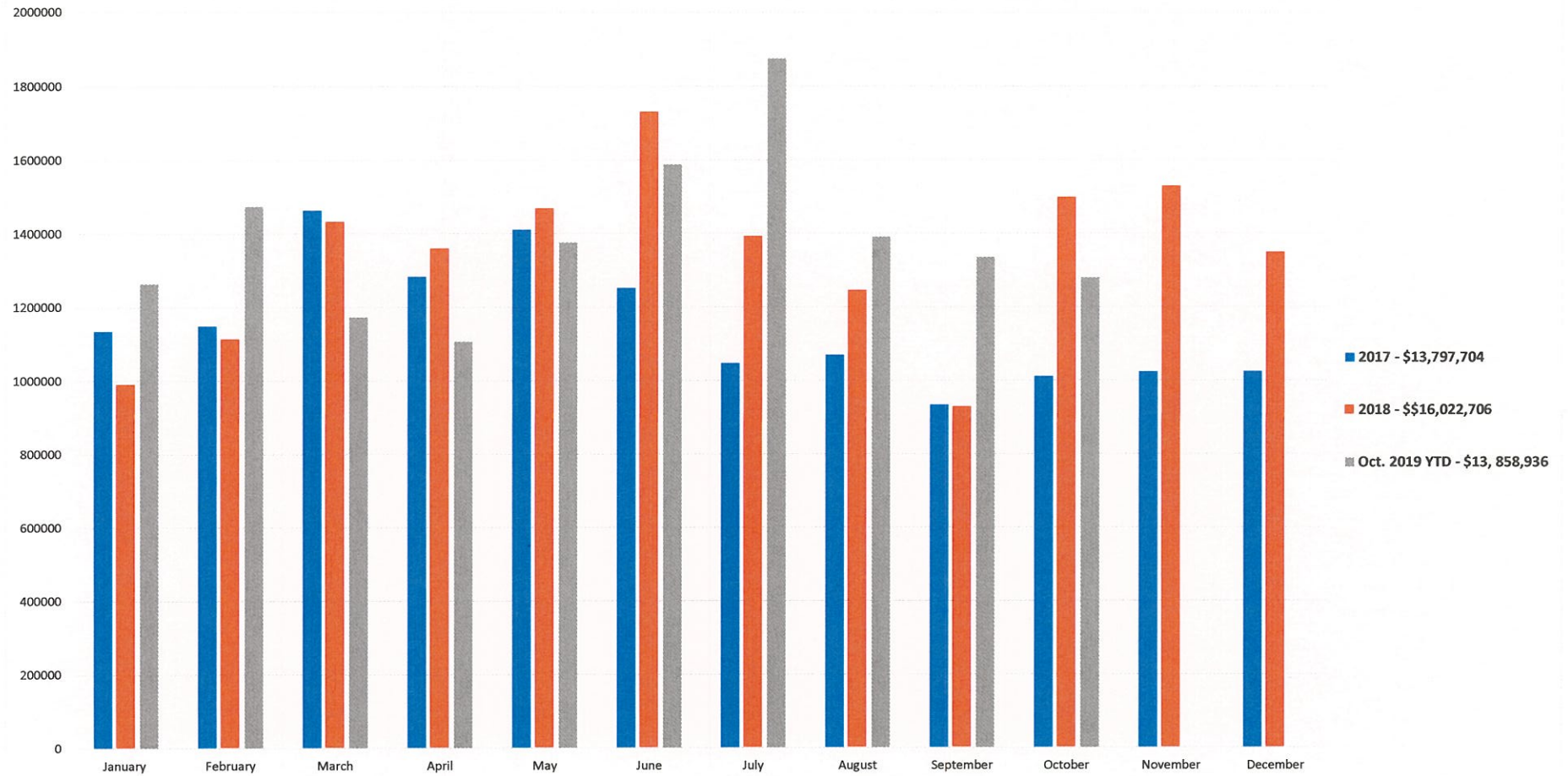
Capital Projects Jobs/Employee
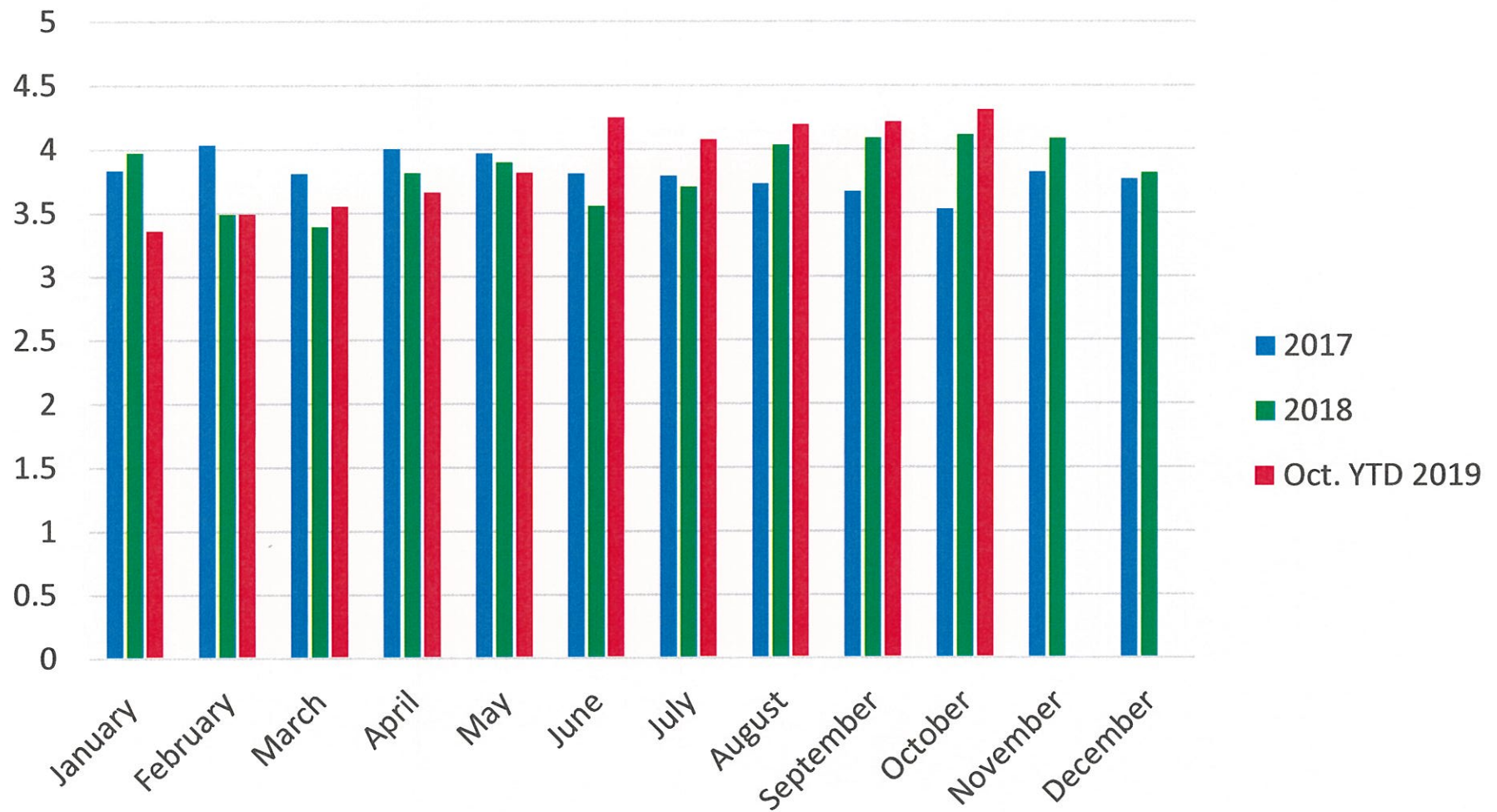
Design Services Jobs/Employee

035-ENGINEERING R&R

| Data as of: | 11/11/2019 | Avg. Annual Budget Increase Last 5 Years: | n/a |
| | | FY 20 Adopted Budget Per Capita (Harris County): | $0.00 |

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$3,924,000	$0	$0	$0	$0	$0
Final Adjusted	$10,906,347	$16,151,276	$15,350,222	$22,634,823	$28,285,721	$28,565,139
Rollover Received	4,449,355	4,309,620	9,885,296	10,677,622	18,233,869	20,242,398
Rollover % of Adopted	113%	n/a	n/a	n/a	n/a	n/a

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$0	$0	$0	$0	$0	$0
Non-Labor/Transfers	$5,160,854	$8,323,409	$3,646,325	$2,660,205	$8,042,322	$7,004,182
Actual Spent	$5,160,854	$8,323,409	$3,646,325	$2,660,205	$8,042,322	$7,004,182
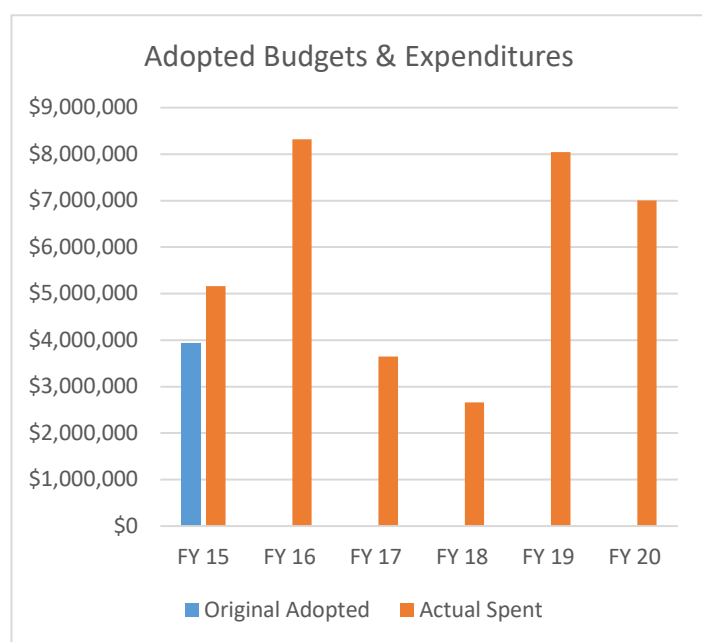
FY20 Rollover as a % of FY20 Adopted Budget:	n/a

Other Department Resources

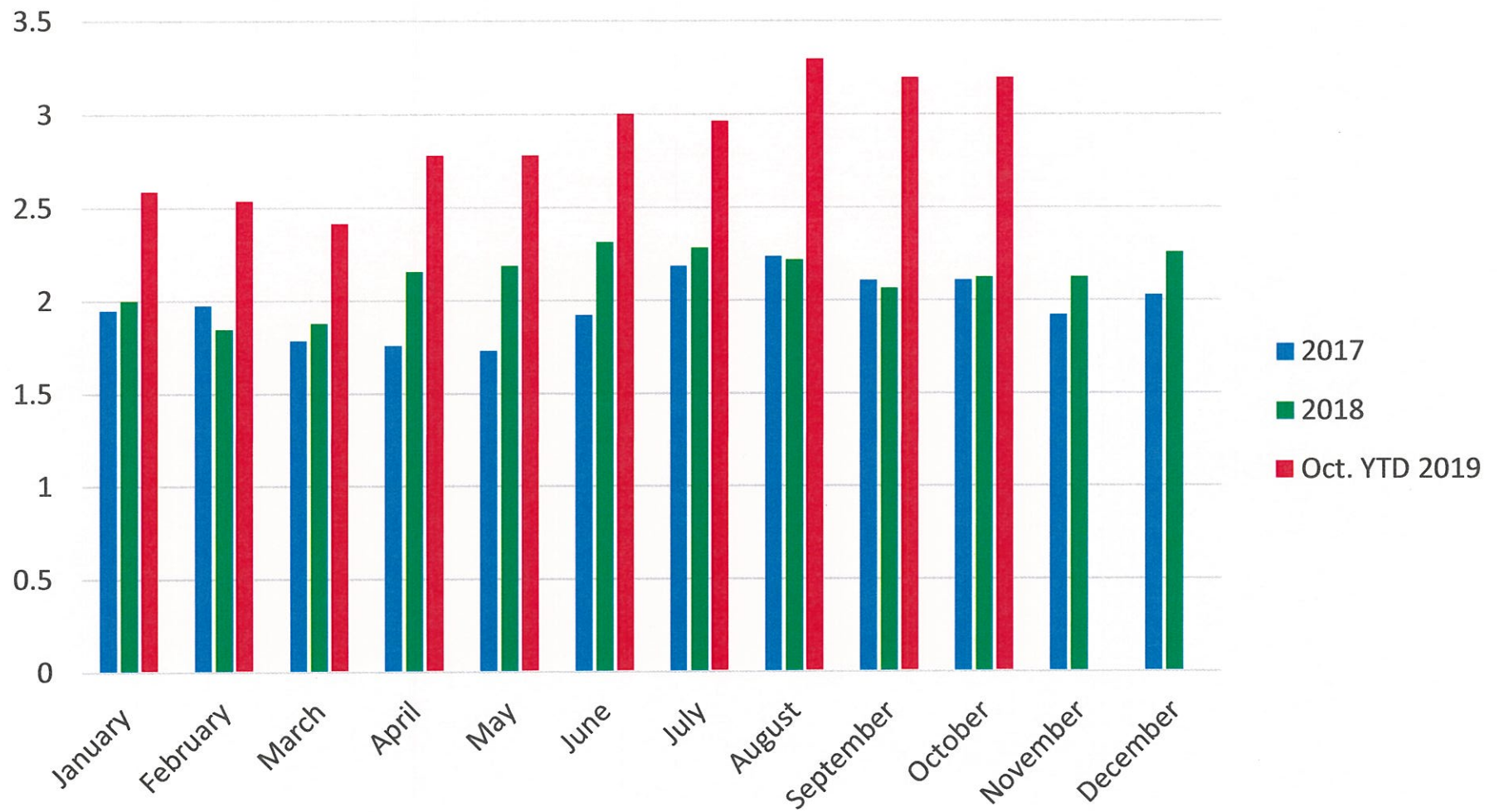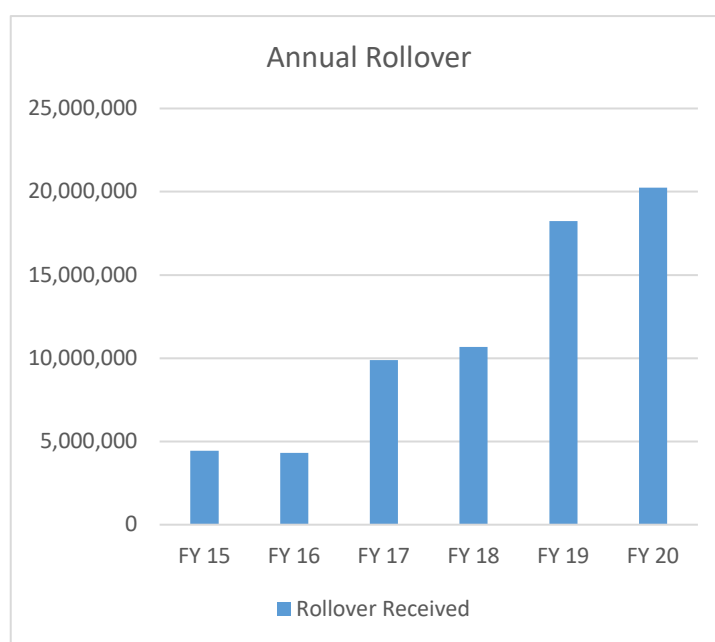| Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**28**	**$139,994,795**	**$322,722,428**
1010-HURRICANE HARVEY RECOVERY	28	$584,000	$7,000,000
1020-PUBLIC IMP CONTINGENCY FUND	0	$31,442,531	$43,865,831
1070-MOBILITY FUND 09	0	$16,195,195	$24,744,047
25C0-ENERGY CONSERVATION FUND	0	$0	$129,741
2730-FIRE CODE FEE	0	$0	$900,958
27F0-FPM PROPERTY MAINTENANCE	0	$65,819	$68,372
3120-METRO STREET IMPROVEMENT PROJE	0	$890,350	$3,567,843
3600-ROAD CAPITAL PROJECTS	0	$8,165,606	$5,789,634
3610-METRO DESIGNATED PROJECTS	0	$938,613	$9,189,321
3670-BLDG/PK/LIB CAP PROJ	0	$849,934	$392,282
3720-GO & REV CO SER 2002-CONSTRUCT	0	$1,801,829	$1,198,171
37A0-HC TAX PIB SER 2015A-CONSTRUCT	0	$10,627	$0
3930-COMMERCIAL PAPER SERIES B P/I	0	$0	$236,319

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
3980-PIB COMMERCIAL PAPER SERD-2002	0	$52,818,828	$122,538,348
39B0-COMMERCIAL PAPER SER D2 2018	0	$144,350	$72,002,650
5040-PARKING FACILITIES	0	$1,784,096	$1,879,940
7264-FLOOD OF APRIL 2016	0	$704,838	$242,550
7634-HURRICANE HARVEY	0	$8,297,934	$28,849,575
7668-HURRICANE HARVEY TXDOT FHWA	0	$15,300,247	$126,846

040-REAL PROPERTY

Data as of:	11/11/2019		Avg. Annual Budget Increase Last 5 Years:		21.6%
			FY 20 Adopted Budget Per Capita (Harris County):		$1.30

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$2,300,000	$2,450,000	$5,000,000	$5,100,000	$5,820,000	$6,111,000
Final Adjusted	$2,310,616	$2,484,704	$5,250,000	$5,730,611	$6,268,423	$6,991,944
Rollover Received	$0	$0	$451,132	$733,318	$448,423	$824,698
Rollover % of Adopted	0%	0%	9%	14%	8%	13%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$1,718,744	$1,813,229	$4,312,742	$5,049,201	$5,124,096	$3,864,140
Non-Labor/Transfers	$206,360	$205,972	$164,972	$221,208	$249,845	$247,200
Actual Spent	$1,925,105	$2,019,201	$4,477,714	$5,270,409	$5,373,941	$4,111,340
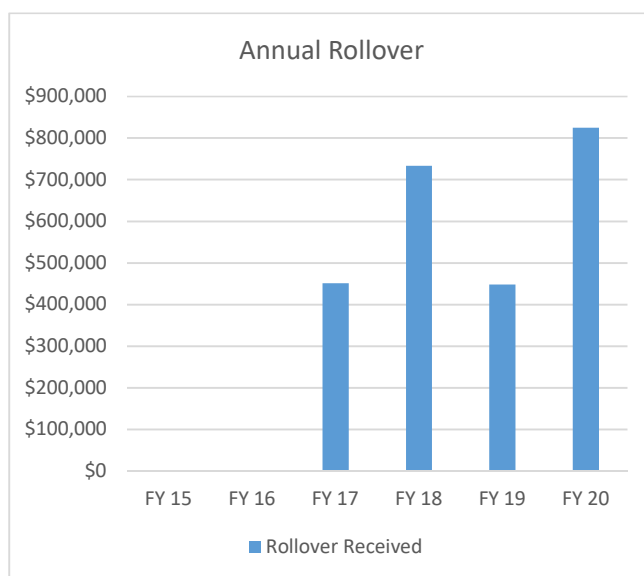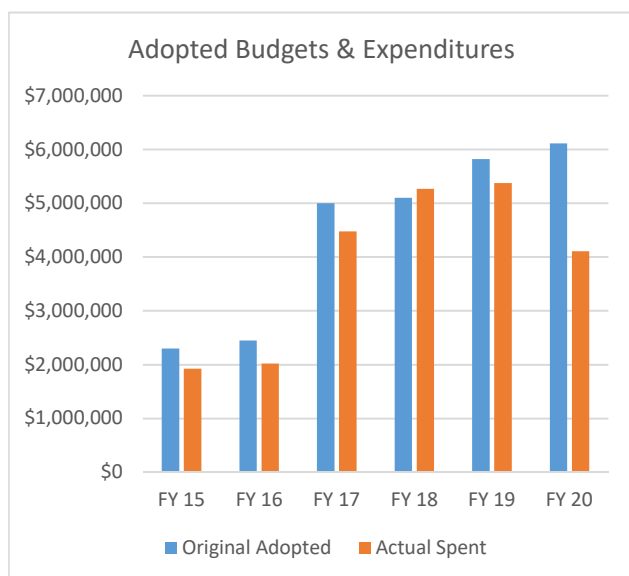
FY20 Rollover as a % of FY20 Adopted Budget: 13.5%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$0**	**$0**

PERSONNEL SUMMARY FOR REAL PROPERTY DIVISION

All Department Funds
as of November 2019
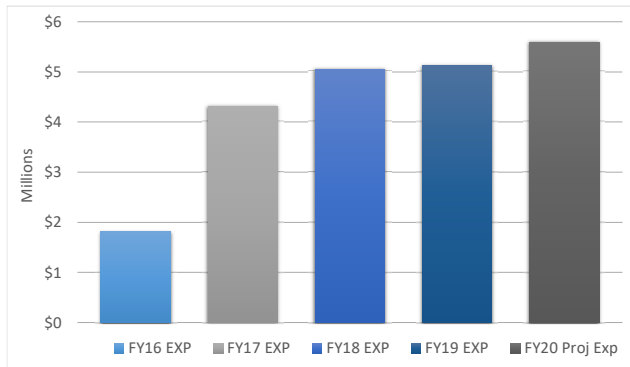
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Legend: Filled, Vacant

Compared at MARCH of each year. Current = NOVEMBER 2019
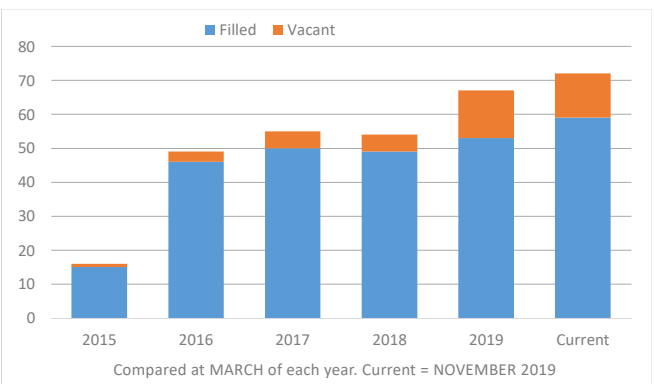
Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	45	5.5%	5.5%
Sept 2017	36	7.9%	3.9%
Sept 2016	28	11.3%	3.6%
Sept 2015	9	8.1%	2.0%
Sept 2014	9	12.1%	2.3%

	Filled	Vacant	Total
R32+	59	13	72
Part	0	0	0
Temp	0	0	0

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

19%, 11%, 4%, 13%, 53%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

13%, 36%, 17%, 5%, 29%

Number of Employees by Age

X-axis: <25, 26-35, 36-45, 46-55, 56-65

Department-Provided Information

Harris County Real Property Division

Organizational Chart October 2019

Operations Coordinator 0402256018

Real Property Director 0402148001

Assistant Division Manager 0402256006

Court Agenda Admin 0406011006

Chief Surveyor 0403020001

- Assistant Chief Surveyor 0403020002
- Survey Technician 0403108001
- Survey Technician III 0403108003
- *New Assistant Chief Surveyor**
- *New Sr Survey Technician**

Appraisal Manager 0402256002

- Appraisal Specialist 0402321003
- Admin Asst. II 0406011003

Lease Manager 0402256012

- Leasing Agent Coordinator 0402256015
- Leasing Agent 0402130001
- Inspector 0403055002
- Inspector 0403055001

Delinquent Tax Sales Manager 0402256007

- Real Estate Analyst 0402256008

Administrative Manager / Exec Asst 0402256004

- Admin Asst. II 0406011004
- Admin Asst. II 0406011005
- Admin Asst. II 0406011007

Relocations and Sales & Abandonments Manager 0402256003

- Relocation Agent 0403090011
- Sales & Abandonment Agent 0402256013

Utilities & Contracts Manager II 0402256019

- Utility Coordinator Team Lead Pct 1 0402256009
  - Utility Coordinator Pct 2 0403108004
  - Utility Coordinator Pct 3 0402130002
  - Utility Coordinator Pct 4 0402256010
  - Utility Coordinator (RRD) 0353108003
  - Facility Coordinator 0403108007
- Contract Coordinator Team Lead 0403108002
  - Contract Specialist 0403108006
  - Contract Admin Assistant 0406011002
  - Contract Admin (RRD) 0352085001

Grants & Special Projects Manager 0352256003

- Admin Asst. II 0356011007
- Appraisal Specialist 0402256020
- HCFCD ROW Coordinator 0402321001
- CSD ROW Coordinator 0402321002
- Project Control Specialist 0406011009

Acquisition Manager 0402256001

- Project Control Specialist 0406011008
- ROW Coordinator 0402256016
- Asst. Manager Acquisitions 0402256005
  - ROW Agent 0403090001
  - ROW Agent 0402256014
  - ROW Agent 0402256017
  - ROW Agent 0402256011
  - ROW Agent 0403090010
  - ROW Agent 0403090004
  - Row Agent 0403090005

Party Chief 0403020008
- Instrument Operator 0407039006
- Rod Person 0408026001

Party Chief 0403020010
- Instrument Operator 0407039007
- Rod Person 0408026005

Party Chief 0403020009
- Instrument Operator 0407039004
- Rod Person 0408026004

Party Chief 0403020006
- Instrument Operator 0407039002
- Rod Person 0408026007

Party Chief 0403020011
- Instrument Operator 0407039001
- Rod Person 0408026002

New Party Chief*
- *New Instrument Operator**
- *New Instrument Operator**

Senior Party Chief 0403020003
- Instrument Operator 0407039005

Senior Party Chief 0403020005
- Instrument Operator 0407039008

Senior Party Chief 0403020007
- Instrument Operator 0407039003

Party Chief 0403020004
- Instrument Operator 0407039009

*Newly requested PCN's for FY2021

Form #1: Department Mission and Metrics

Real Property - 040

A) Department Purpose/Mission

REAL PROPERTY DIVISION (RPD) - provides property-related services including property acquisition, sales, leases, contracts and survey support for all Harris County Departments. Other services provided consist of utility coordination for Harris County and Harris County Toll Road Authority, and tax sale support for Harris County Constables and the Harris County Tax Office.

B) Discuss your department's accomplishments in the last year.

- Created training sessions for departmental employees.
  Developed and implement the Sales and Abandonment Process in e-Builder to aid in the tracking of these processes.
- Finalized 34 commercial leases YTD.
- Renegotiated 7 out of 11 leases on behalf of the Public Health Department-WIC, resulting in $42,459.18 in savings for 2019.
- Successfully finalized two CDBG Commercial Leases on behalf of the Community Services Department (CSD) and Engineering/Flood Control District.
- Initiated and completed the Request for Qualifications (RFQ) process, which allows individuals and companies interested in securing an Appraisal Service Contract with Harris County to apply for consideration.
- Decreased the number of strike-off properties by 74% for the Delinquent Tax Auction, thereby reducing the potential liability and costs associated with the County taking title to these properties.
- Increased the bidder-to-property ratio by 18.4%, meaning active bidder attendance has increased, despite fewer properties being offered at the monthly auction.
- Enhanced auction presentation of properties by providing aerial photos of unimproved tracts with property line overlays.
- Conducted an auction-related technology seminar with all Constable Precincts where the Tax Office presented information relative to the Constable's duties as it relates to the auction.
- Created a tax auction overview presentation for educating other County departments and stakeholders on the tax auction process and the associated expectations.
- Worked with Purchasing to procure an acquisition consultant contract to assist the County in purchasing properties for multiple CDBG-DR programs for CSD, HMGP buyouts for flood control, and HCFCD bond project acquisitions.

Form #1: Department Mission and Metrics

C) Discuss actions taken to drive efficiency and productivity in your department.

- The majority of RPD's workload is driven by other department's deadlines, as such, we have created better communication channels with which to receive feedback.
- Hired a Right-of-Way (ROW) Coordinator to operate as a liaison between RPD and the Capital Improvements Projects (CIP) group.
- Hired an Assistant Chief Surveyor, which allows the Chief Surveyor the opportunity to assist other departments with their survey work needs.
- The Utilities & Contract Coordination (UCC) group created a new agreement process, which allows contract personnel to automate several process steps, reducing document processing timeframes. They also inserted the SUE process into the CIP design effort. By doing so, it has created efficiencies during construction by negating downtime resulting from undiagnosed conflicts, and has saved the County money, since unknown utility conflicts can be costly.
- Reconfigured staff responsibilities based on individual expertise, which has allowed for more consistent and efficient processing in a number of areas.
- Coordinated with the County Attorney's Office to establish the Agreement Tracking System for the purpose of streamlining the Lease process.

.

D) Describe any new responsibilities your department assumed this year.

- Implemented a cost tracking module in e-Builder, to monitor data relative to planning, budgeting, and forecasting.
- Began working to acquire tracts for CSD as part of the Hurricane Harvey recovery project.
- The UCC group assumed more projects as a result of the Hurricane Harvey Recovery operation..
- The Delinquent Tax Auction group began assisting the Community Services Department (CSD) in bidding for targeted properties for their various programs. They also began uploading all tax sales and executions to the Tax Office website.

E) Specify any costs your department incurred this or last year that you won't have next year.

N/A

F) Describe measures you use to track and evaluate internal performance (e.g.

operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

- e-Builder reporting is utilized to track performance in many areas of responsibility for our division.
- RPD records and reports monthly data including interagency agreements, professional service agreements, utility adjustment agreements, and agenda item requests. We also track the number of sales and abandonments completed by fiscal year, the number of active projects, the number of active leases, pending maintenance requests in relation to our leases, the number of requested appraisals, and updates, as well as the number of tracts our acquisitions group currently has assigned to them for procurement.
- The Delinquent Tax Auction group tracks total properties posted, the number sold and cancelled, the number struck-off properties, sales rate, gross proceeds, excess proceeds, monthly customer attendance, annual average customer attendance, bidder/property ratio, and HCFCD and CSD acquisitions in their respective buyout areas.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

- RPD's workload is driven by other offices within Harris County as it relates to a public necessity need which in turn requires extensive interface with the public. RPD monitors public feedback, accepts inquiries from bidders, and other County departments.
- Hired an outside consultant to review the operation and to develop process mapping based on industry best practices.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: | **040 - Real Property**

FY19/20 General Fund Adopted Budget:	$6,111,000
Rollover Budget Received in FY19/20:	$824,698

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Purchase/sell property for Harris County.	$1,599,439	18	0	$0			
2	Management and oversight of County leasehold assets as both tenant and landlord.	$441,026	5	0	$0			
3	Boundary or topographic site surveying and map scaling. Existing department funds are sufficient to cover the cost of the five new positions listed for FY20/21.	$2,024,723	27	5	$0			
4	Utility coordination and contract agreements.	$859,942	9	0	$0			
5	Business processes, purchasing and budget administration.	$780,755	8	0	$0			
6	Acquisition consultant for other departments (HCFCD, HCTRA, CSD).	$422,089	4	0	$0			
	Department-Estimated Totals	**$6,127,974**	**71**	**5**	**$0**	**0.0%**		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

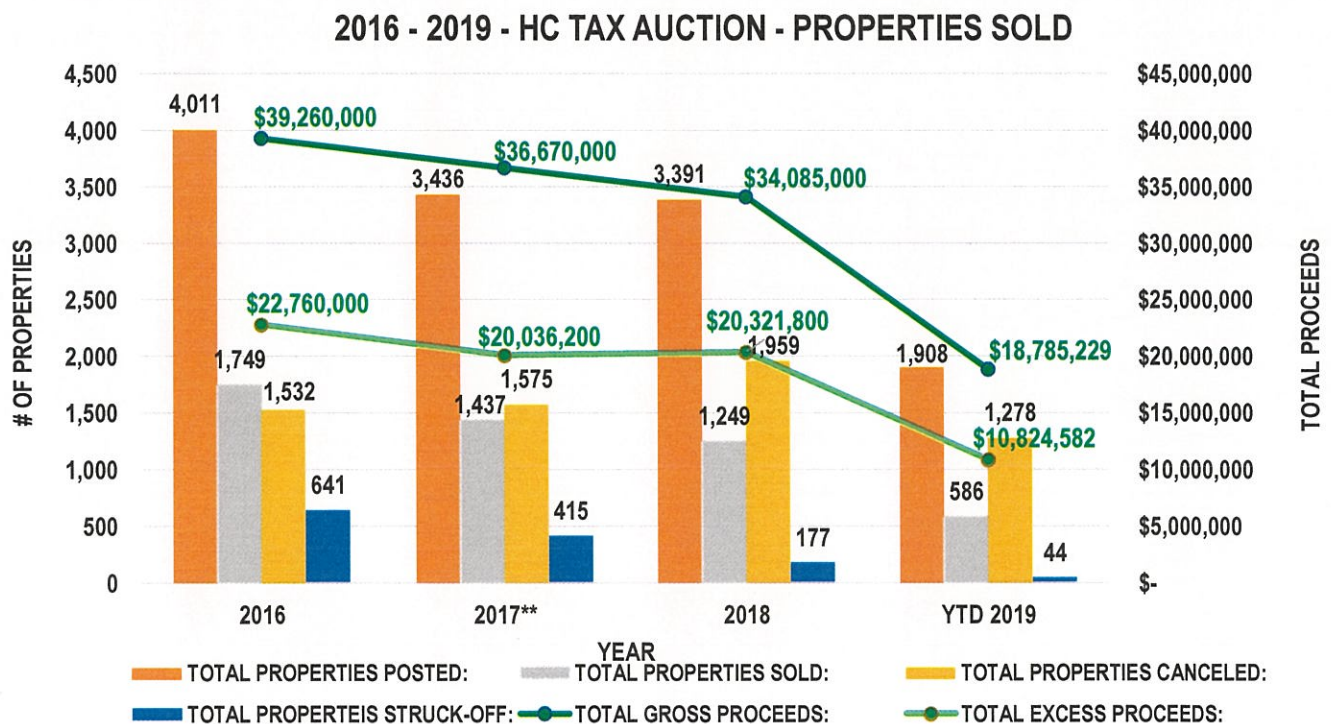# 2016 - 2019 HARRIS COUNTY DELINQUENT TAX AUCTION DASHBOARD

MEASUREMENT ITEM	2016	2017	2018	2019*
TOTAL DELINQUENT ACCOUNTS:		95,912	85,512	68,905
TOTAL BASE TAX DUE:		$ 194,964,220	$ 197,651,896	$ 154,750,000
TOTAL TPI DUE: (TAXES, PENALTIES & INTEREST)		$ 333,815,070	$ 331,965,824	$ 271,840,000

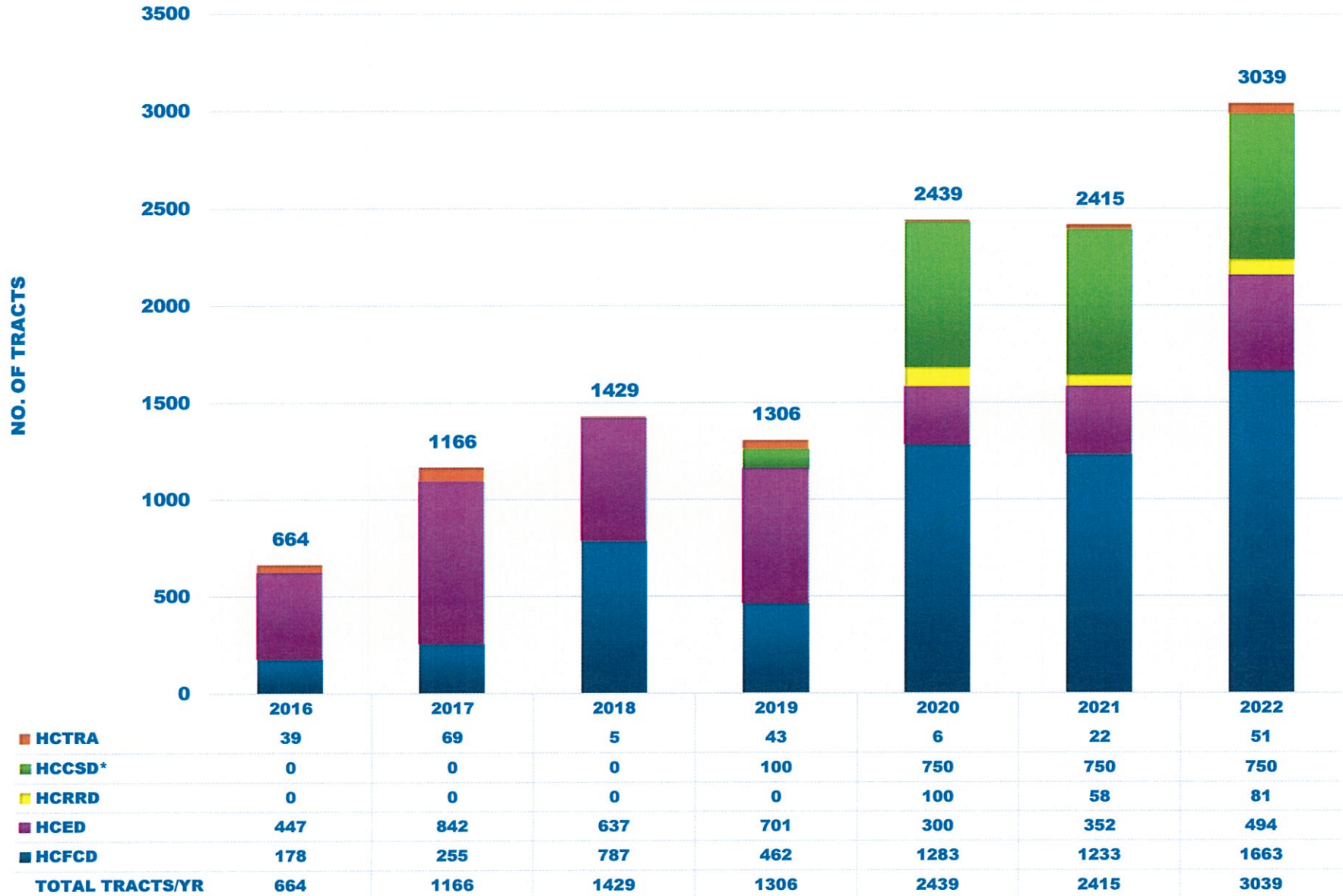*DELINQUENT TAX YEAR ACCOUNTS WITH A BALANCE DUE.
NOT ALL ACCOUNTS HAVE BEEN TURNED OVER FOR COLLECTIONS, DUE TO LATE CERTIFICATION, PAYMENT PLANS & TAX DEFERRALS

MEASUREMENT ITEM	2016	2017**	2018	YTD 2019
TAX AUCTION ATTENDANCE AVERAGE:	947	988	789	760
TAX AUCTION ATTENDANCE:	11,365	9,885	9,468	8,319
TOTAL PROPERTIES POSTED:	4,011	3,436	3,391	1,908
TOTAL PROPERTIES SOLD:	1,749	1,437	1,249	586
TOTAL PROPERTIES CANCELED:	1,532	1,575	1,959	1,278
TOTAL PROPERTEIS STRUCK-OFF:	641	415	177	44
TOTAL GROSS PROCEEDS:	$ 39,260,000	$ 36,670,000	$ 34,085,000	$ 18,785,229
TOTAL EXCESS PROCEEDS:	$ 22,760,000	$ 20,036,200	$ 20,321,800	$ 10,824,582

**2017 IS BASED ON 10 MONTHS. JULY & SEPT AUCTIONS WERE CANCELED DUE TO JULY 4TH HOLIDAY & HURRICAN HARVEY
BASED ON CALENDAR YEAR, NOT FISCAL YEAR

2016 - 2019 - HC TAX AUCTION - PROPERTIES SOLD

GROSS TRACT ACQUISITION REQUESTS

NO. OF TRACTS	2016	2017	2018	2019	2020	2021	2022
HCTRA	39	69	5	43	6	22	51
HCCSD*	0	0	0	100	750	750	750
HCRRD	0	0	0	0	100	58	81
HCED	447	842	637	701	300	352	494
HCFCD	178	255	787	462	1283	1233	1663
TOTAL TRACTS/YR	664	1166	1429	1306	2439	2415	3039

*Neither actual nor estimated numbers have been provided by CSD

045-CONSTRUCTION PROGRAMS

| Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	10.1%
		FY 20 Adopted Budget Per Capita (Harris County):	$2.93

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$8,500,000	$9,100,000	$10,075,000	$10,275,000	$13,097,000	$13,752,000
Final Adjusted	$8,521,706	$9,243,225	$10,428,909	$12,862,767	$12,119,200	$13,767,000
Rollover Received	$0	$0	$401,730	$847,217	$833,655	$3,697,815
Rollover % of Adopted	0%	0%	4%	8%	6%	27%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$7,668,082	$8,548,910	$8,889,640	$10,201,105	$7,849,784	$7,417,399
Non-Labor/Transfers	$268,882	$285,818	$652,977	$1,809,525	$529,216	$432,952
Actual Spent	$7,936,964	$8,834,728	$9,542,617	$12,010,630	$8,378,999	$7,850,351

Adopted Budgets & Expenditures

Annual Rollover
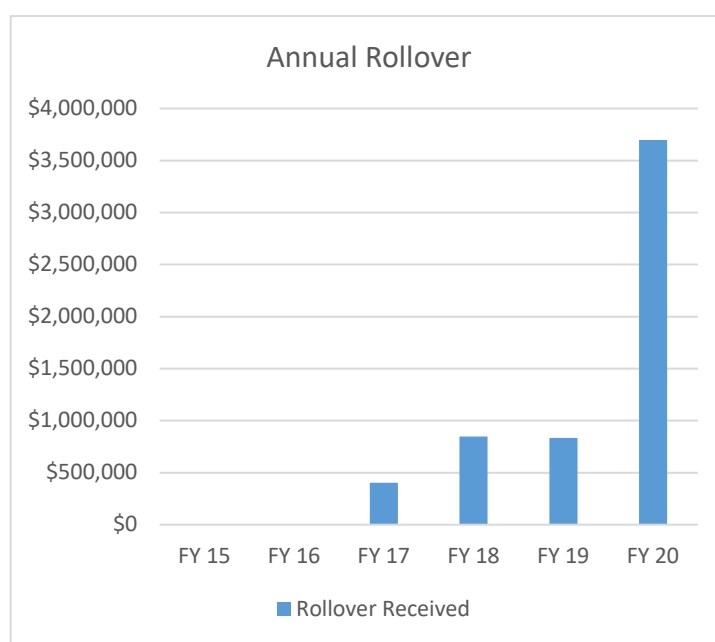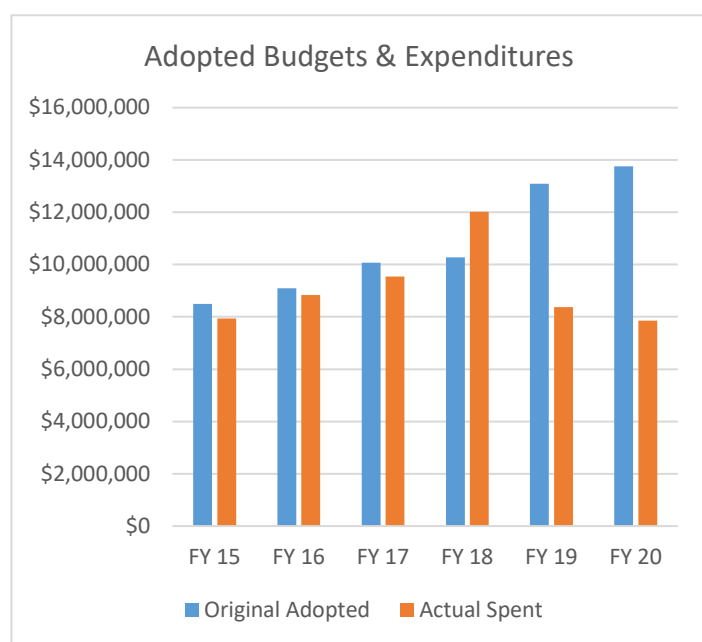
FY20 Rollover as a % of FY20 Adopted Budget: 26.9%

Other Department Resources

| Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$10,134**	**$19,257**
2370-DONATION FUND	0	$9,598	$19,257
7234-FLOOD OF MAY 2015	0	$536	$0

PERSONNEL SUMMARY FOR CONSTRUCTION PROGRAMS DIVISION

All Department Funds
as of November 2019
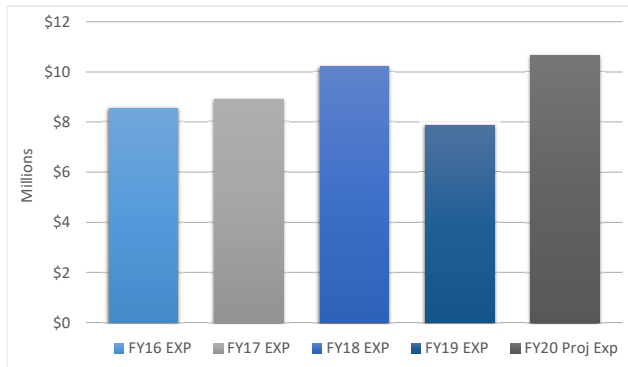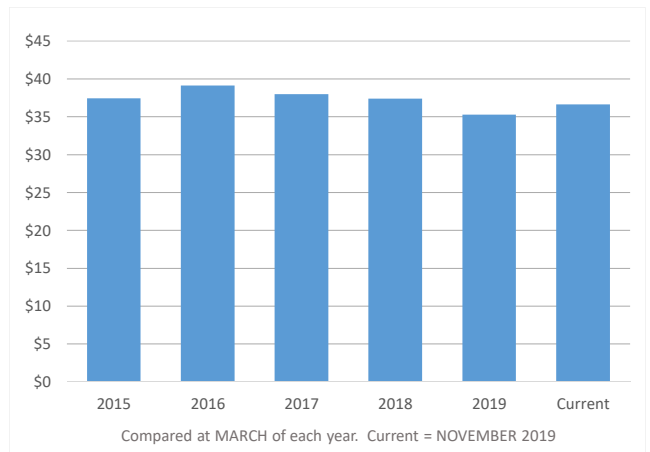
Annual Labor Expense

Total Number of Positions

Compared at MARCH of each year. Current = NOVEMBER 2019
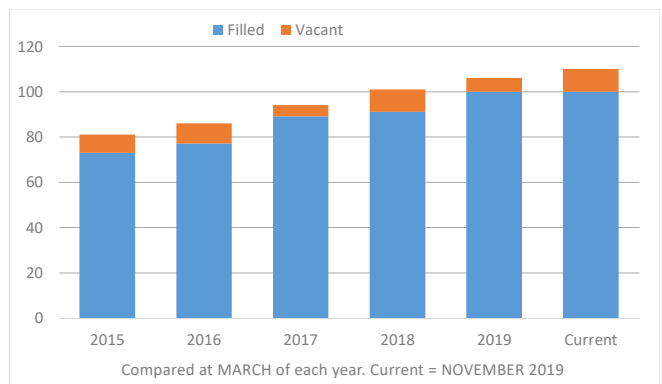
Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	72	2.7%	2.7%
Sept 2017	62	4.0%	2.0%
Sept 2016	57	5.7%	1.9%
Sept 2015	49	6.0%	1.5%
Sept 2014	47	13.5%	2.6%

	Filled	Vacant	Total
R32+	99	8	107
Temp	1	2	3
	0	0	0
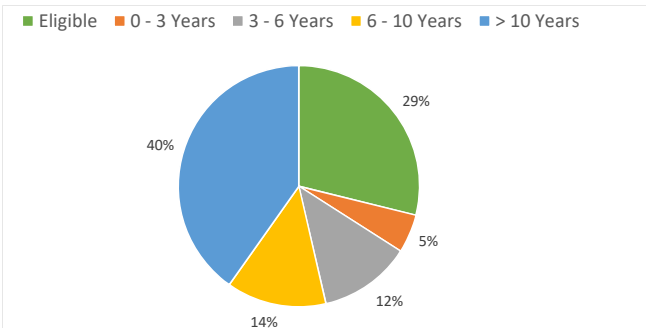
Retirement Eligibility

Eligible ■ 0 - 3 Years ■ 3 - 6 Years ■ 6 - 10 Years ■ > 10 Years

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

0-3 yrs ■ 3-6 yrs ■ 6-10 yrs ■ 10-20 yrs ■ 20+ yrs
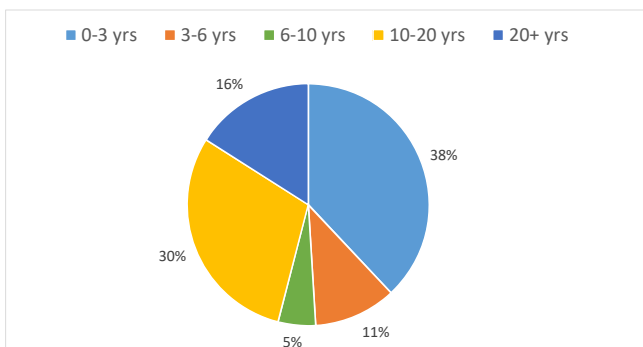
Number of Employees by Age
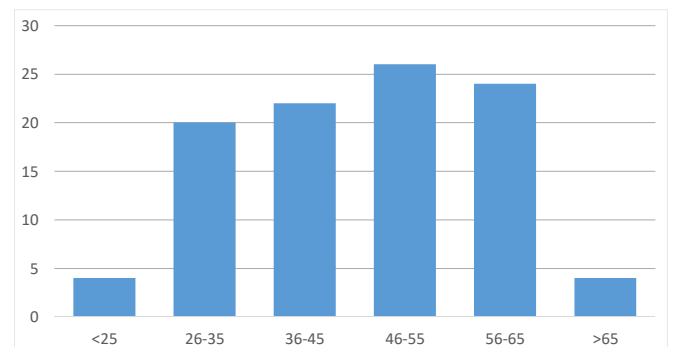
Department-Provided Information

HARRIS COUNTY ENGINEERING DEPARTMENT
Construction Programs Division – ORG 045
Rich Elwood, Manager

Jennifer Alsworth — Exec Asst II

Julia Bond, PE — Asst Manager

Road & Bridge Construction
Julia Bond, PE, Section Manager

Capital Improvement Projects

Precinct 1
- Eloy Ortega, Project Mgr
  - Lane Arrendale
  - Casey Simien

Precinct 2
- Jeremy Staggs, Project Mgr
- Tony Kuciemba, Chief Insp
  - George Adame
  - Orlando Blanco
  - BJ Brown
  - David Olson

Precinct 3
- Jennifer Almonte, PE, Project Mgr
- Ron Campbell, Chief Insp
  - Mirza Baig
  - Craig Cain
  - Alan Doyle
  - Jeff Hebler
  - Jeremiah Kilgore
  - Open Position
  - Open Position
  - Lutfullah Saraj

Precinct 4
- Bryan Merks, Project Mgr
- Duke Wood, Chief Insp
  - Victor Gomez
  - Craig Reno
  - Jerrett Jackson
  - Tyler Marksberry
  - DJ Sheranko

Maintenance Projects

Precinct 1
- Gibran Becerra, PE, Project Mgr
  - George Martinez
  - Salikou Traore

Precinct 2
- Joseph Simien, Project Mgr
  - Randy Cummings
  - Darren Lafferty
  - Gabriel Oluwadare
  - Roger Reese
  - Ed Stewart

Precinct 3
- Mark Madera, Project Mgr
  - Mirza Baig
  - Keith Murray

Precinct 4
- Joseph Semien, Project Mgr
  - Milton Acevedo
  - Joey Icenhower

Utilities
- Jerry Goodson, Pcts 1 & 2
  - Michael Dowling, Pcts 3 & 4

Special Projects
- Gary Howard (Pct 1 Bike Initiative)
  - Open Position
  - Robert Johnson
  - Rafael Turcios

Traffic Signals
- Nate Anthony, Project Mgr
- Gelyse Youngblood, Chief Insp
  - Jacob Briggs
  - Windepa Guissa
  - Marwan Qazzaz
  - Jeff Skweres
  - Khaled Suleiman

Construction Materials Testing
- Corey Ritter, CMT Mgr
  - Michael Mann, Asst CMT Mgr

Admin Assistants
- Suzette Moody, CA Mgr
  - Alicia Alex
  - Pam Garcia
  - Melissa Grimaldo
  - Kamal Khalil
  - Jessica Marroquin
  - Cynthia McIntyre
  - Paty Sanchez (Shared w/ Bldg Const)

Plan Review
- Robert Barrow
  - Ram Santhappan

Toll Road Authority
Gail Miller, Section Manager

- Yuh Lee, PE, Senior Engineer
- Pat Givens, PE, Engineer 1
- Penny Marksberry, Office Admin

Matt Kelekci, PE, Senior Eng
- Girish Sureja, PE, Manager III
- Roger Reese, Chief Insp
- Angela Cooper, Field Mgr

Mike McKenzie, PE, Proj Mgr 1
- Adrian Tamayo, Project Mgr

Roy Gurrola, Project Manager 1
- Daniel Castillo, Inspector 1

Henry Quiroga, PE, Field Eng

Contract Compliance
Patsy Saenz, Section Manager

- Vanessa Gossett
- Robert Rocha
- Bernard Valdez

General Construction
Section Manager

Trevor Wood, Asst Manager
- Sergio Becerill, Project Mgr
- Marvin Clede, Project Mgr
- Terry Dixon, Inspector
- Casey Doubelde, Project Mgr
- Chad Ellis, Project Mgr
- Bob Faulds, Project Mgr
- Greg Flores, Project Mgr
- Terry Hagerman, Inspector
- Cody Jones, Inspector
- Terry Jones, Project Mgr
- Jarrett McArthur, Project Mgr
- Anis Zamani, Project Mgr

Harris Health Construction
Dorion Ogle, PE, Section Manager

Project Managers
- Robert Johnson (Shared w/ R&B)
- Joel Lazo
- Cedric Lee
- Jason Vance

Form #1: Department Mission and Metrics

Construction Programs - 045

A) Department Purpose/Mission

CONSTRUCTION PROGRAMS DIVISION (CPD):

Provides construction management expertise for all County, HCTRA and Harris Health System (HHS) buildings, roads, bridges, drainage improvements, parks and all other architectural and engineering projects in accordance with codes, design standards and contract documents.   Additionally, CPD monitors and tracks prevailing wages to ensure compliance with Davis-Bacon guidelines for certified weekly payrolls on County, Flood Control, HCTRA and the Port of Houston projects.

B) Discuss your department's accomplishments in the last year.
- Completed the HHS Ben Taub Level 1 Trauma Center project.
- Completed 92 road and bridge projects valued at $125M.
- Completed 34 building construction projects valued at $250M.
- Completed 6 HCTRA projects valued at $450M.

C) Discuss actions taken to drive efficiency and productivity in your department.
- e-Builder has been implemented to track various aspects of project management to ensure projects are completed on-time and within budget.
- Hold bi-weekly meetings with end users, consultants and contractors to ensure projects are within scheduled timelines and budget.
- Weekly meeting with Project Managers to ensure they are meeting deadlines.
- Match Project Manager's work load with their skill sets and home locations, which increases efficiency and minimizes drive times and mileage expenses.
- Established programs to train and mentor new Project Managers on construction project management skillsets.

D) Describe any new responsibilities your department assumed this year.

Construction management supervision of all Tropical Storm Imelda projects.

E) Specify any costs your department incurred this or last year that you won't have next year.

N/A

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

- Use e-Builder and Captrac to monitor and track project activity relative to time and funding.
- Conduct weekly internal project meetings to identify potential problems before they become issues.
- Conduct bi-weekly meetings with the consultants, contractors and the end users. The purpose of these meetings is to discuss the current status of the project, review the schedule, and resolve issues to keep the project moving forward.

- Supervisory site visits to bring the project team together to find solutions for unforeseen conditions as they occur.

- Conduct lessons learned meetings after certain jobs to ensure mistakes are not repeated as well as to identify positive issues can that can be transferred to other projects.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

Since the majority of CPD's work is for either the precincts, HCTRA or HHS, CPD relies heavily on their feedback to improve operational efficiencies. Have contracted with a consultant to develop process mapping and implement best practices data from other agencies.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: | **045 - Construction Programs**

FY19/20 General Fund Adopted Budget:	**$13,752,000**
Rollover Budget Received in FY19/20:	**$3,697,815**

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Mgmt / Support - responsible for providing management and administrative support for the division	$587,364	5	0	$0			
2	HCTRA - responsible for managing all HCTRA funded building and roa and bridge projects.	$1,857,723	12	0	$0			
3	Building Construction - responsible for managing all County building projects.	$2,771,590	27	0	$0			
4	Contract Compliance - responsible for monitoring weekly certified payrolls relative to Davis-Bacon wage guideline for all precinct activiity, HCTRA, Flood Control and the Port of Houston.	$404,027	4	0	$0			
5	Road & Bridge - responsible for managing all precinct construction projects.	$7,132,302	62	0	$0			
Department-Estimated Totals		**$12,753,006**	**110**	**0**	**$0**	**0.0%**		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Construction Programs Jobs/Employee
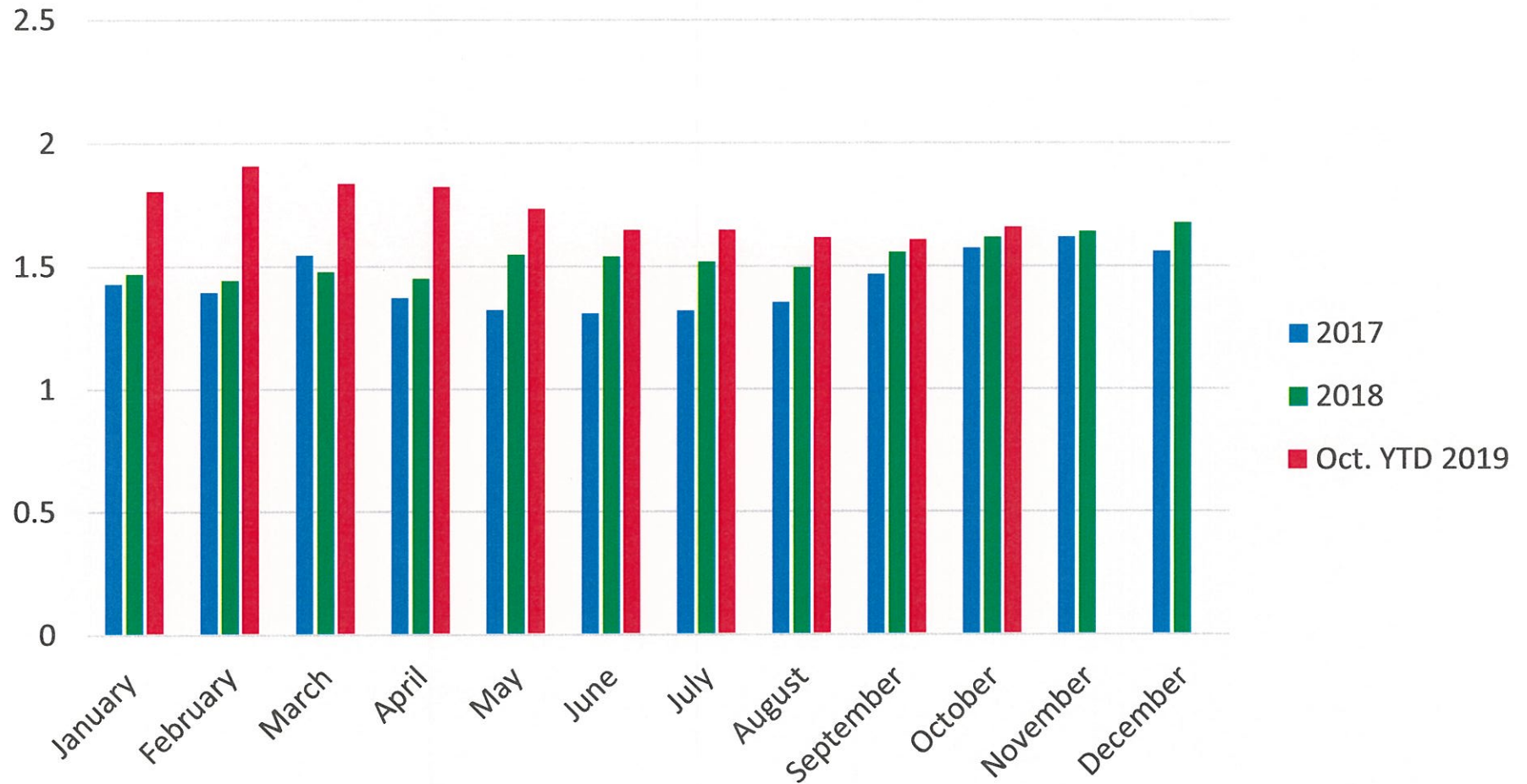
297-FPM REPAIR & REPLACEMENT

Data as of: 11/11/2019   Avg. Annual Budget Increase Last 5 Years: n/a

                                   FY 20 Adopted Budget Per Capita (Harris County): $5.15

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$475,000	$0	$0	$0	$0	$24,200,000
Final Adjusted	$1,475,000	$4,180,056	$1,912,428	$364,685	$183,812	$20,717,839
Rollover Received	- -	- -	- -	- -	- -	- -
Rollover % of Adopted	- -	- -	- -	- -	- -	- -

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$0	$0	$0	$0	$0	$0
Non-Labor/Transfers	$539,570	$2,122,628	$1,541,435	$168,231	$54,928	$14,029,279
Actual Spent	$539,570	$2,122,628	$1,541,435	$168,231	$54,928	$14,029,279
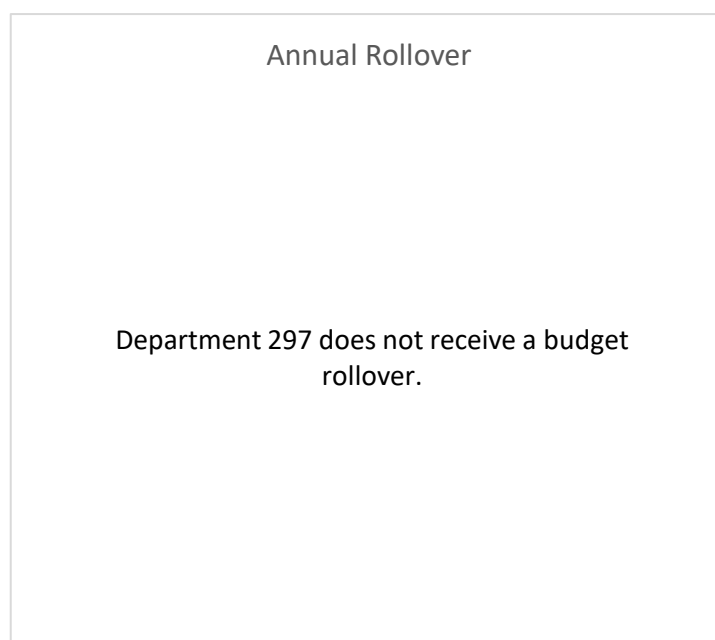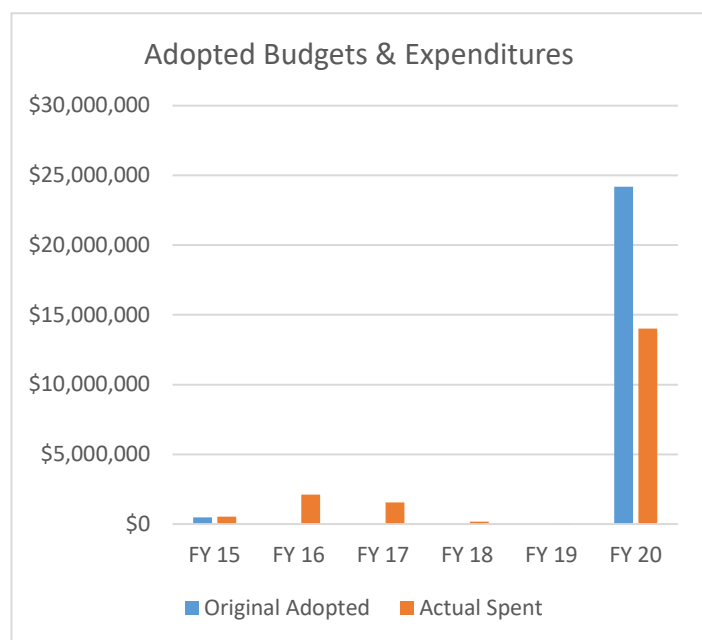
Adopted Budgets & Expenditures

Annual Rollover

Department 297 does not receive a budget rollover.

FY20 Rollover as a % of FY20 Adopted Budget: n/a

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$2,822**	**$266,320**
7234-FLOOD OF MAY 2015	0	$2,822	$266,320

Department-Provided Information

Form #1: Department Mission and Metrics

FPM - 297

A) Department Purpose/Mission

Is strictly a cost center (no personnel assigned) where all facilities maintenance costs managed by FPM,, traffic signal maintenance (Traffic & Planning) and Real Property Division lease cost are budgeted and expenses charged there.

B) Discuss your department's accomplishments in the last year.

N/A

C) Discuss actions taken to drive efficiency and productivity in your department.

N/A

D) Describe any new responsibilities your department assumed this year.

N/A

E) Specify any costs your department incurred this or last year that you won't have next year.

N/A.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

N/A

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

N/A

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: **297 - FPM Repair & Replacement**

FY19/20 General Fund Adopted Budget:	**$25,005,318**
Rollover Budget Received in FY19/20:	**$0**

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	**Facilty Maintenance** - Costs incurred as a result of the upkeep and maintenace of facilities managed by OCE's FPM Division.	$14,931,536	0					
2	**Traffic Signal Maintenance** - Costs for all traffic signal and commuications expenses managed by OCE's Tranportation Division	$3,724,404	0					
3	**Lease Expenses** - Costs for all leases maintained by OCE's Real Property Division	$5,551,521	0					

Department-Estimated Totals		**$24,207,461**	**0**	**0**	**$0**	**0.0%**		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

298-UTILITIES & LEASES

Data as of:	11/11/2019		Avg. Annual Budget Increase Last 5 Years:		4.7%
			FY 20 Adopted Budget Per Capita (Harris County):		$6.71

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$25,100,000	$26,000,000	$26,520,000	$28,050,000	$28,050,000	$31,550,000
Final Adjusted	$25,100,000	$25,909,460	$26,133,699	$31,009,384	$46,874,503	$31,686,920
Rollover Received	- -	- -	- -	- -	- -	- -
Rollover % of Adopted	- -	- -	- -	- -	- -	- -

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$0	$0	$0	$0	$0	$0
Non-Labor/Transfers	$22,966,562	$21,701,366	$22,694,149	$28,051,348	$42,693,595	$17,881,776
Actual Spent	$22,966,562	$21,701,366	$22,694,149	$28,051,348	$42,693,595	$17,881,776
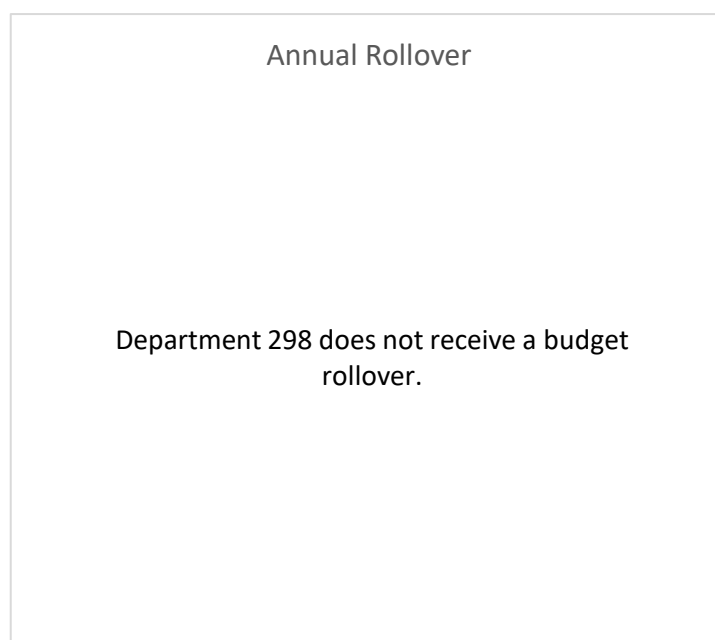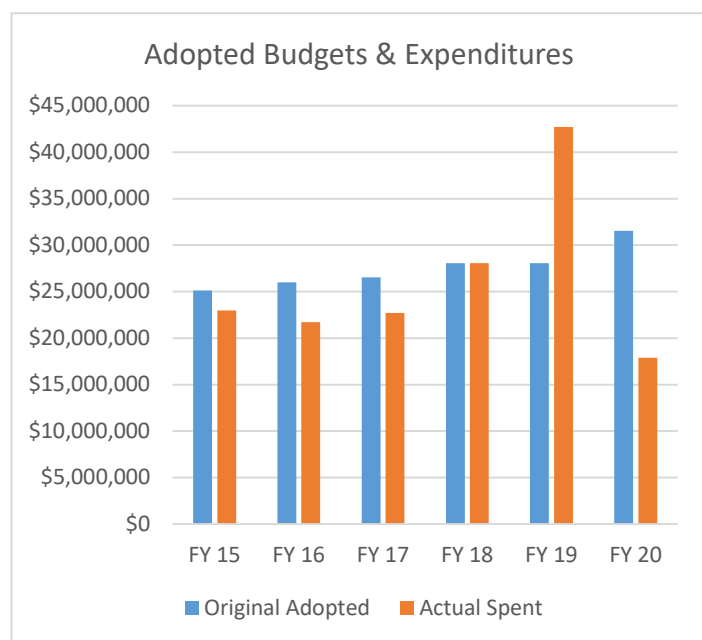
Adopted Budgets & Expenditures

Annual Rollover

Department 298 does not receive a budget rollover.

FY20 Rollover as a % of FY20 Adopted Budget: n/a

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$109,598**	**$1,640,402**
8996-RIVERSIDE HOSPITAL PROJECT	0	$109,598	$1,640,402

Utilities Expenses

2018: $20,049,538
- WATER: $6,871,258
- GAS: $923,566
- ELECTRICITY: $12,254,714

Jan - Jul 2019: $11,000,261
- WATER: $3,906,502
- GAS: $732,465
- ELECTRICITY: $6,361,294

Calendar Years

Legend:
- WATER
- GAS
- ELECTRICITY

299-FACILITIES & PROPERTY MAINT.

Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	-9.2%
		FY 20 Adopted Budget Per Capita (Harris County):	$4.30

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$32,800,000	$34,500,000	$35,285,000	$33,718,000	$33,150,000	$20,200,000
Final Adjusted	$32,952,106	$34,673,848	$36,458,959	$34,011,042	$21,347,962	$19,653,181
Rollover Received	$1,119,098	$1,190,027	$1,086,794	$1,118,446	$250,482	$423,398
Rollover % of Adopted	3%	3%	3%	3%	1%	2%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$14,064,645	$16,196,991	$17,418,673	$15,078,824	$16,374,062	$11,604,417
Non-Labor/Transfers	$16,261,922	$17,043,388	$17,633,146	$18,680,937	$4,550,423	$829,165
Actual Spent	$30,326,567	$33,240,380	$35,051,819	$33,759,761	$20,924,485	$12,433,582
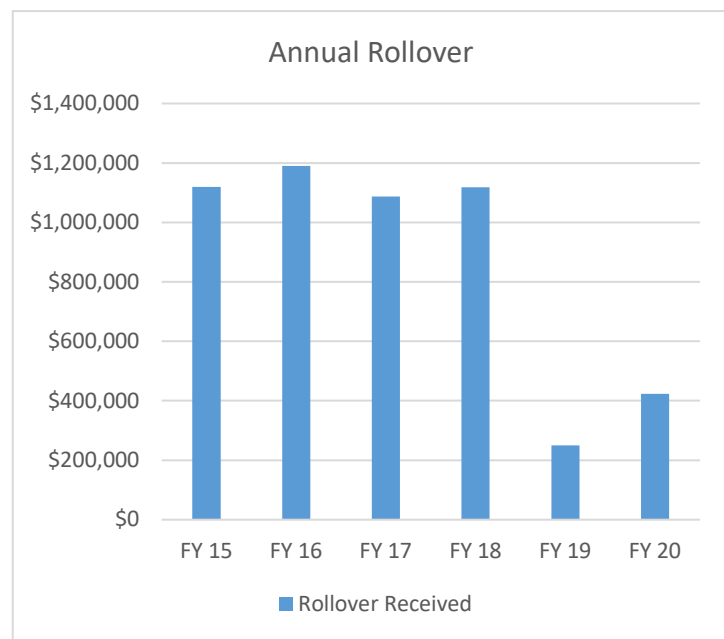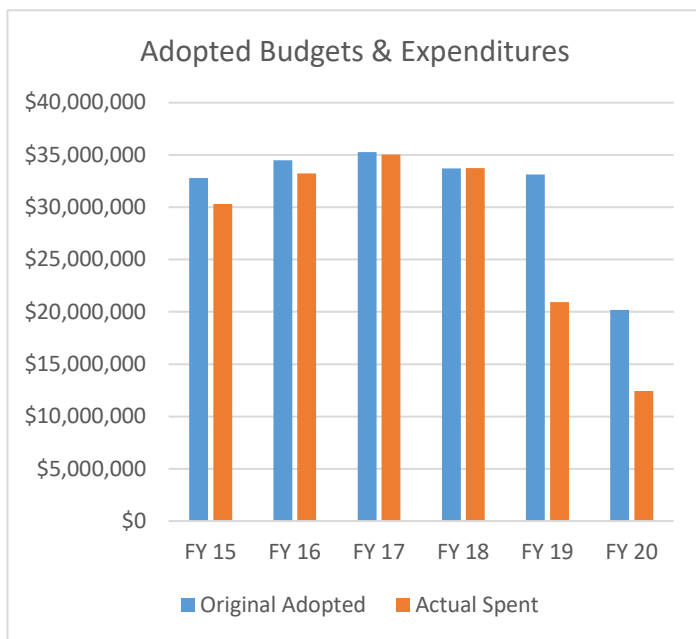
Adopted Budgets & Expenditures
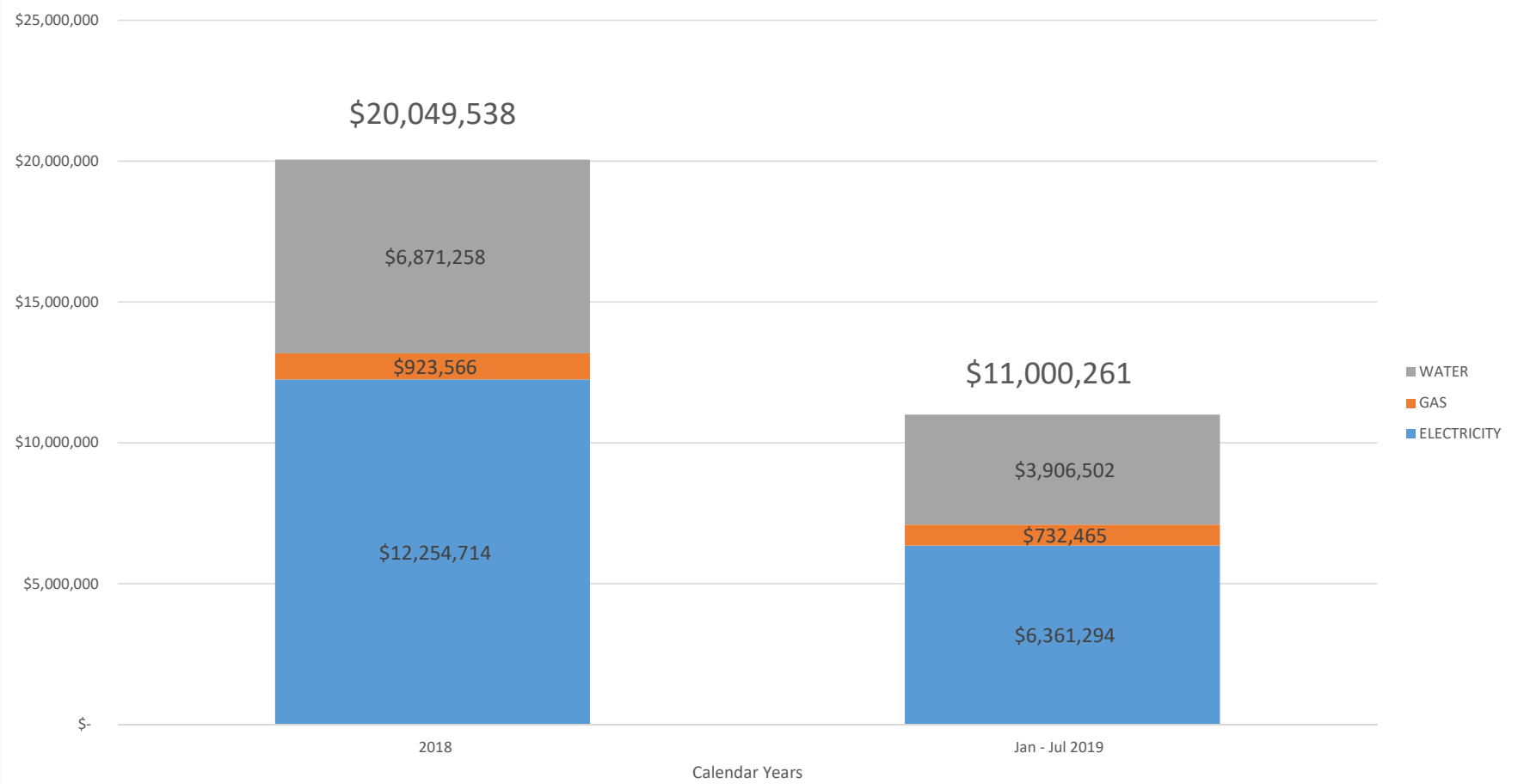

Annual Rollover

FY20 Rollover as a % of FY20 Adopted Budget: 2.1%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$1,270,333**	**$3,089**
2340-CRTHOUSE SECURITY JUSTICE CRT	0	$30,814	$0
2370-DONATION FUND	0	$71	$191
25C0-ENERGY CONSERVATION FUND	0	$0	$2,028
5040-PARKING FACILITIES	0	$1,235,048	$0
7094-HURRICANE IKE 2008	0	$0	$870
7234-FLOOD OF MAY 2015	0	$4,400	$0

PERSONNEL SUMMARY FOR FACILITIES & PROPERTY MAINTENANCE

All Department Funds
as of November 2019
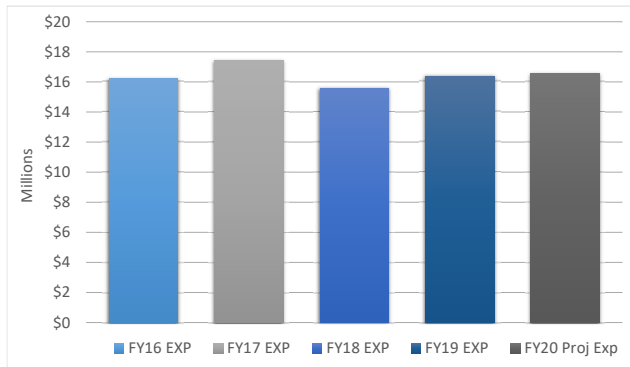
Annual Labor Expense
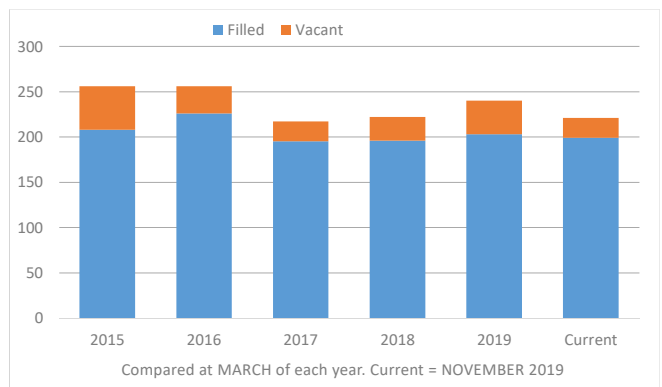
Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	156	5.5%	5.5%
Sept 2017	131	6.4%	3.2%
Sept 2016	128	9.8%	3.2%
Sept 2015	119	17.0%	4.0%
Sept 2014	89	21.7%	4.0%

Retirement Eligibility

Employee Tenure

Total Number of Positions

Compared at MARCH of each year. Current = NOVEMBER 2019

	Filled	Vacant	Total
R32+	199	22	221
Part	0	0	0
Temp	0	0	0

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Number of Employees by Age

Department-Provided Information

Harris County Engineering Department
Facilities & Property Maintenance Division
Org Chart: Total PCN Count
October 2019

FPM

Director — 222
Jacob B. Frazelle

Technical Asst. — 2
K. Jamali

Tririga Analyst — 2
K. Villanueva

Asst. Division Manager — 2
R. Bosco

Administrative Team — 2

Executive Projects Asst.
D. Valdez

Administrative Asst. — 2
C. Bassaw

Training Coordinator
G. Smith

Receptionist
N. Calhoun

Business Services Manager — 46
T. Smith

MEP Engineering Services Manager — 1
M. Burlak

Project Services Manager — 9
S. Thoftne

Administrative Asst.
L. Rodriguez

Maintenance Services Manager — 157
S. Broadright

Fiscal Services Group — 4

Accounts Payable Supervisor
M. Powell

Accounts Payable Clerks
P. Foreman
C. Lora
2998100004

Inventory Services Manager — 7
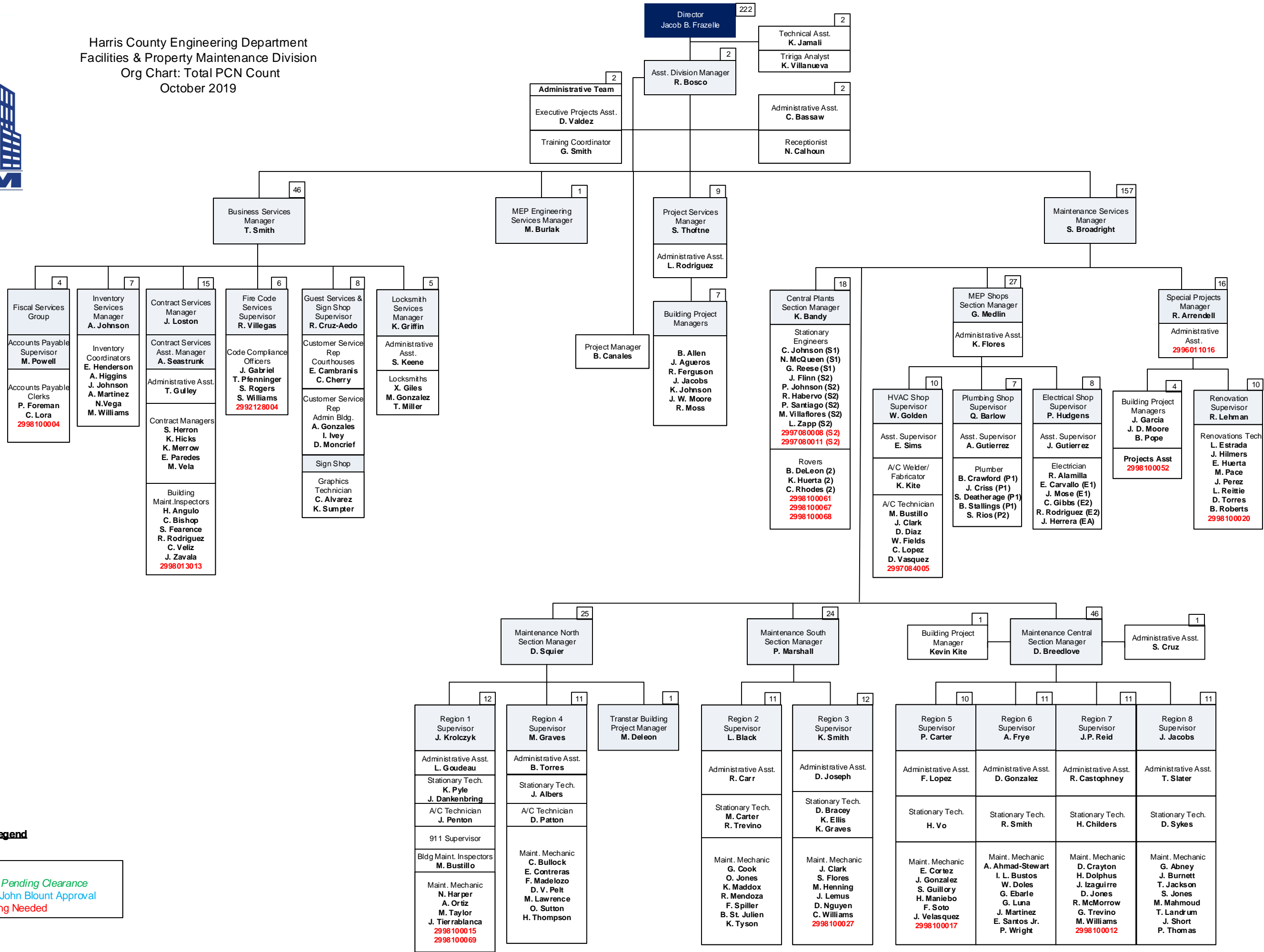A. Johnson

Inventory Coordinators
E. Henderson
A. Higgins
J. Johnson
A. Martinez
N. Vega
M. Williams

Contract Services Manager — 15
J. Loston

Contract Services Asst. Manager
A. Seastrunk

Administrative Asst.
T. Gulley

Contract Managers
S. Herron
K. Hicks
K. Merrow
E. Paredes
M. Vela

Building Maint. Inspectors
H. Angulo
C. Bishop
S. Fearence
R. Rodriguez
C. Veliz
J. Zavala
2998013013

Fire Code Services Supervisor — 6
R. Villegas

Code Compliance Officers
J. Gabriel
T. Pfenninger
S. Rogers
S. Williams
2992128004

Guest Services & Sign Shop Supervisor — 8
R. Cruz-Aedo

Customer Service Rep Courthouses
E. Cambranis
C. Cherry

Customer Service Rep Admin Bldg.
A. Gonzales
I. Ivey
D. Moncrief

Sign Shop
Graphics Technician
C. Alvarez
K. Sumpter

Locksmith Services Manager — 5
K. Griffin

Administrative Asst.
S. Keene

Locksmiths
X. Giles
M. Gonzalez
T. Miller

Building Project Managers — 7

Project Manager
B. Canales

B. Allen
J. Agueros
R. Ferguson
J. Jacobs
K. Johnson
J. W. Moore
R. Moss

Central Plants Section Manager — 18
K. Bandy

Stationary Engineers
C. Johnson (S1)
N. McQueen (S1)
G. Reese (S1)
J. Flinn (S2)
P. Johnson (S2)
R. Habervo (S2)
P. Santiago (S2)
M. Villaflores (S2)
L. Zapp (S2)
2997080008 (S2)
2997080011 (S2)

Rovers
B. DeLeon (2)
K. Huerta (2)
C. Rhodes (2)
2998100061
2998100067
2998100068

MEP Shops Section Manager — 27
G. Medlin

Administrative Asst.
K. Flores

HVAC Shop Supervisor — 10
W. Golden

Asst. Supervisor
E. Sims

A/C Welder/ Fabricator
K. Kite

A/C Technician
M. Bustillo
J. Clark
D. Diaz
W. Fields
C. Lopez
D. Vasquez
2997084005

Plumbing Shop Supervisor — 7
Q. Barlow

Asst. Supervisor
A. Gutierrez

Plumber
B. Crawford (P1)
J. Criss (P1)
S. Deatherage (P1)
B. Stallings (P1)
S. Rios (P2)

Electrical Shop Supervisor — 8
P. Hudgens

Asst. Supervisor
J. Gutierrez

Electrician
R. Alamilla
E. Carvallo (E1)
J. Mose (E1)
C. Gibbs (E2)
R. Rodriguez (E2)
J. Herrera (EA)

Special Projects Manager — 16
R. Arrendell

Administrative Asst.
2996011016

Building Project Managers — 4
J. Garcia
J. D. Moore
B. Pope

Projects Asst
2998100052

Renovation Supervisor — 10
R. Lehman

Renovations Tech
L. Estrada
J. Hilmers
E. Huerta
M. Pace
J. Perez
L. Reittie
D. Torres
B. Roberts
2998100020

Maintenance North Section Manager — 25
D. Squier

Maintenance South Section Manager — 24
P. Marshall

Building Project Manager — 1
Kevin Kite

Maintenance Central Section Manager — 46
D. Breedlove

Administrative Asst. — 1
S. Cruz

Region 1 Supervisor — 12
J. Krolczyk

Administrative Asst.
L. Goudeau

Stationary Tech.
K. Pyle
J. Dankenbring

A/C Technician
J. Penton

911 Supervisor

Bldg Maint. Inspectors
M. Bustillo

Maint. Mechanic
N. Harper
A. Ortiz
M. Taylor
J. Tierrablanca
2998100015
2998100069

Region 4 Supervisor — 11
M. Graves

Administrative Asst.
B. Torres

Stationary Tech.
J. Albers

A/C Technician
D. Patton

Maint. Mechanic
C. Bullock
E. Contreras
F. Madelozo
D. V. Pelt
M. Lawrence
O. Sutton
H. Thompson

Transtar Building Project Manager — 1
M. Deleon

Region 2 Supervisor — 11
L. Black

Administrative Asst.
R. Carr

Stationary Tech.
M. Carter
R. Trevino

Maint. Mechanic
G. Cook
O. Jones
K. Maddox
R. Mendoza
F. Spiller
B. St. Julien
K. Tyson

Region 3 Supervisor — 12
K. Smith

Administrative Asst.
D. Joseph

Stationary Tech.
D. Bracey
K. Ellis
K. Graves

Maint. Mechanic
J. Clark
S. Flores
M. Henning
J. Lemus
D. Nguyen
C. Williams
2998100027

Region 5 Supervisor — 10
P. Carter

Administrative Asst.
F. Lopez

Stationary Tech.
H. Vo

Maint. Mechanic
E. Cortez
J. Gonzalez
S. Guillory
H. Maniebo
F. Soto
J. Velasquez
2998100017

Region 6 Supervisor — 11
A. Frye

Administrative Asst.
D. Gonzalez

Stationary Tech.
R. Smith

Maint. Mechanic
A. Ahmad-Stewart
I. L. Bustos
W. Doles
G. Ebarle
G. Luna
J. Martinez
E. Santos Jr.
P. Wright

Region 7 Supervisor — 11
J.P. Reid

Administrative Asst.
R. Castophney

Stationary Tech.
H. Childers

Maint. Mechanic
D. Crayton
H. Dolphus
J. Izaguirre
D. Jones
R. McMorrow
G. Trevino
M. Williams
2998100012

Region 8 Supervisor — 11
J. Jacobs

Administrative Asst.
T. Slater

Stationary Tech.
D. Sykes

Maint. Mechanic
G. Abney
J. Burnett
S. Jones
M. Mahmoud
T. Landrum
J. Short
P. Thomas

Legend

- ■ Active Employee
- ■ *Approved New Hire Pending Clearance*
- ■ Promotion Pending John Blount Approval
- ■ Open PCN's: Funding Needed

Page 1 of 1

Form #1: Department Mission and Metrics

Facilities & Prop. Maintenance - 299

A) Department Purpose/Mission

Facilities & Property Maintenance (FPM) directs all aspects of property management for 140 diverse Harris County facilities totaling 10.7 million square feet of space located over approximately 1,800 square miles of Harris County.

FPM's mission is to be the premier customer service organization, dedicated to the people we serve and hardworking to ensure we succeed as good stewards of Harris County funds.

B) Discuss your department's accomplishments in the last year.

- Completed 55 capital projects valued at $19.5M.

- Implemented a shared vehicle policy that reduced the need for 10 additional vehicles.

- Reduced fire and life safety issues from 70 to 19, and will complete the remaining fire and life safety issues by year-end.

C) Discuss actions taken to drive efficiency and productivity in your department.

- Updated IBM Tririga and working to complete facility assessments in order to better monitor County assets.
- Modified Project Management positions to allow project focus types, which shortened project durations.
- Regionalized Contract Managers, which reduced drive time and increased effectiveness.
- Implemented "Thank you Partner", FPM's employee appreciation program.
- Purchased green vehicles where possible, which reduced our carbon footprint and fuel costs.
- Created a Safety Program, and implemented employee mandated safety training. FPM is on target to achieve a TRIR rating of under 2.5.
- Implementing an Active Dialogue Customer Service Program with other County departments.
- Reorganized inspection teams and created a Quality Assurance Section.
- Finalized a Fire and Life Safety RFP to bring a dedicated contractor on board, which will reduce the internal manpower needed to modernize County facilities.

Form #1: Department Mission and Metrics

D) Describe any new responsibilities your department assumed this year.

FPM's maintenance portfolio increased by 308,797 square feet of building space in eleven facilities, which occupy approximately 31.0 acres of land which FPM maintains

E) Specify any costs your department incurred this or last year that you won't have next year.

N/A

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

FPM tracks work tasks through its integrated workplace management system (IWMS), IBM Tririga, which allows recordation of:

- Requesting department and location.
- Timeliness of work task completion and initial communication.
- Materials used.
- Miles driven.
- FPM employee assigned with time spent on the job..
- Resolution descriptions to develop a knowledge base and identify problematic systems.

FPM is currently working with Universal Services to implement the latest version of Tririga, which includes a more robust information reporting system. The system will enablethe Division to better track and monitor work performance and assets.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

- FPM identified a shortfall in regards to the historic maintenance and replacement of Fire and Life Safety systems, and worked with the Harris County Fire Marshall and the City of Houston Fire Department to develop a collaborative reporting display to easily identify the fire and life safety status of each facility.

- FPM relies on customer feedback extensively to reset goals and strategies.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 299 - Facilities & Property Maintenance

FY19/20 General Fund Adopted Budget: $20,200,000
Rollover Budget Received in FY19/20: $0

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	**Mgmt Support** - Directs all aspects of Facilities and Property Maintenance to include operations, finance, capital planning, personnel planning, development and implementation of efficiency and innovation programs. Further, manages all aspects of Business Services to include purchase orders, invoice payments, A/R, warehouse operations, tools and supply management. Additionally manages contracts for daily facility upkeep, to include custodial, landscaping, and pest control. Supports Fire and Lifes Safety	$4,437,222	49	0				
2	**Plant Operations** - Manages two heating and cooling plants located downtown and are approximately 35,570 square feet and provide heating and cooling for various downtown facilities. The plants are a twenty-four-hour operation, including all holidays and weekends. Manages licensed boiler operators (stationary engineers), and building maintenance rovers. Sees that equipment is well maintained and kept cleaned. Manages all service Contracts for the plants. The plant stationary engineers monitor all plant equipment and buildings after hours and the rovers provide maintenance coverage in downtown buildings	$1,409,863	19	0				
3	**Operations** - Responsible for conducting a broad range of research, field investigations in order to make recommendations to management related to daily facility repairs and/or long range planning needs. Responsible for monitoring design and construction projects Work with HCED and other Engineering vendors to produce design and construction documents for construction to be completed by contractors, and coordinates with structural, mechanical, electrical, plumbing and other disciplines as required. Manages facility constrcution throughout Harris County for County facilities, Flood Control and when needed the Precinct's.	$2,514,452	29	0				
4	**Maintenance** - Responsible for all county buildings and systems including maintenance repairs, troubleshooting and scheduled maintenance. Performs HVAC repairs and replacements. Replaces and fabricates equipment as needed including CIP projects such as chillers, boilers, pumps, duct work etc. throughout Harris County for County facilities, Flood Control and on call for the Precinct's. Meets with contractors and reviews building plans and specs related to facility projects. Overall goal of safety first in achieving our maintenance operation goals.	$10,764,549	124	0				
	Department-Estimated Totals	$19,126,086	221	0	$0	0.0%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Facilities & Property Maintenance Division
Maintenance & Projects Portfolio

	Completed	Backlog
2017	24,451	1,905
2018	24,712	1,651
2019 - YTD	21,043	2,881 (Projection)
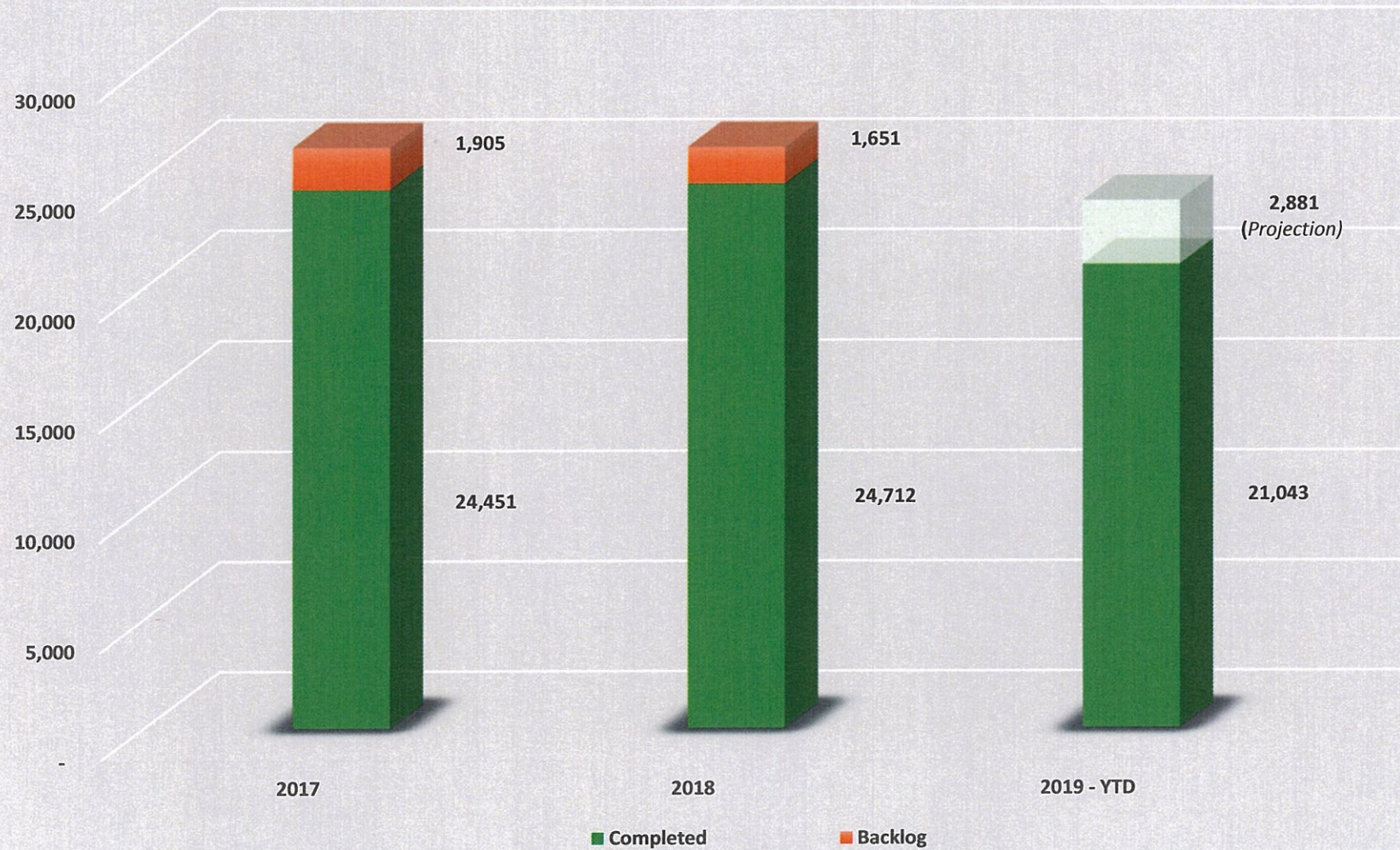
050-TOLL ROAD AUTHORITY

Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	9.6%
		FY 20 Adopted Budget Per Capita (Harris County):	$57.27

Fund 5740 - Operation and Maintenance

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$170,000,000	$190,000,000	$223,000,000	$234,999,429	$250,480,461	$269,160,460
Final Adjusted	$170,000,000	$202,722,756	$223,000,000	$234,999,429	$250,480,461	$269,160,460
Rollover Received	- -	- -	- -	- -	- -	- -
Rollover % of Adopted	- -	- -	- -	- -	- -	- -

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$48,678,399	$51,123,749	$55,396,928	$58,326,441	$59,161,538	$43,974,694
Non-Labor/Transfers	$98,693,031	$111,724,929	$126,611,741	$119,778,136	$128,247,966	$96,547,254
Actual Spent	$147,371,431	$162,848,678	$182,008,670	$178,104,577	$187,409,505	$140,521,947
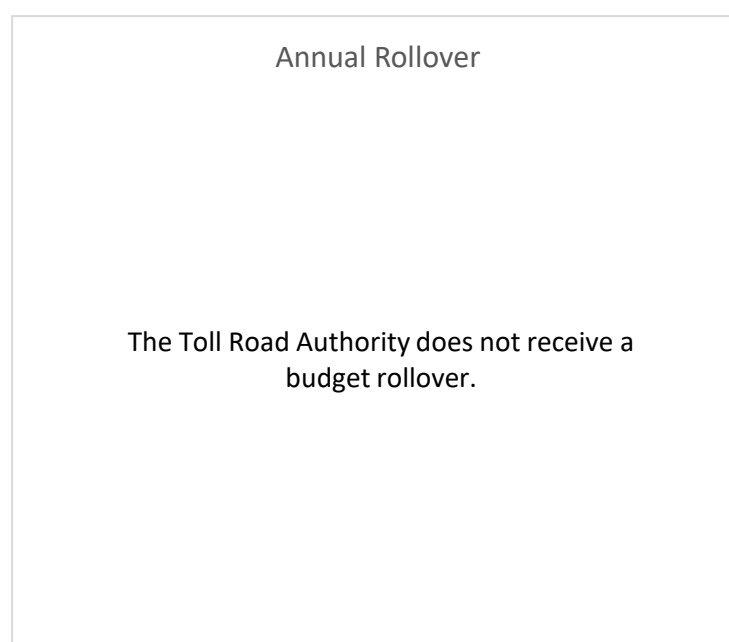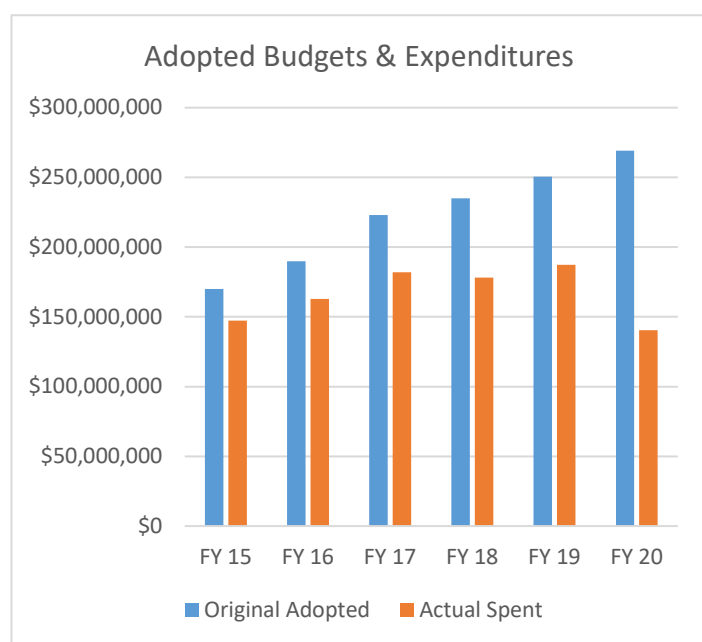
Adopted Budgets & Expenditures

Annual Rollover

The Toll Road Authority does not receive a budget rollover.

FY20 Rollover as a % of FY20 Adopted Budget: n/a

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$1,042,612,311**	**$4,185,215,532**
50A0-HCTRA 2009C SR LIEN REV D/S	0	$2,619,613	$20,510,372
50C0-HCTRA 2009C CONSTRUCTION	0	$1,394,772	$4,941,837
50J0-HCTRA REF 2010D SR LIEN REV DS	0	$1,072,750	$1,904,981
50N0-TRA 2012A SR. LIEN REVENUE D/S	0	$4,191,918	$0
50Q0-TRA 2012B SR. LIEN REVENUE D/S	0	$2,952,390	$102,242,579
50S0-TRA 2012C SR LIEN REV D/S	0	$8,575,724	$22,537,215
50U0-TRA 2012D SR LIEN REV DEBT SER	0	$459,658	$0
50W0-TRA 2015B SR LN REV REF BND DS	0	$5,838,879	$16,279,409
50Y0-TRA 2016A SR LIEN REV BND DS	0	$19,537,992	$60,770,210
5160-TRA SER02 TAX/REV CONSTRUCTION	0	$335,593	$1,317,573
5280-TRA-2008B SR.LIEN REVENUE D/S	0	$149,864	$0
52A0-HCTRA 2018A SR LIEN REVENUE DS	0	$20,637,272	$84,787,733

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
52B0-HCTRA 2018A SR LIEN REV COI	0	$1,034,530	$0
52C0-HCTRA 2018A SR LIEN DS RESERVE	0	$0	$25,031,760
52D0-HCTRA 2018A CONSTRUCTION	0	($8,234,881)	$269,254,187
5300-HCTRA - 2008B CONSTRUCTION	0	$4,110,657	$9,366,607
5320-TRA-2007A DEBT SERVICE	0	$5,580,550	$0
5340-TRA-2007B DEBT SERVICE	0	$6,728,633	$14,909,688
5370-HCTRA-2007C DEBT SERVICE	0	$12,119,016	$80,372,178
5400-TRA-2009A SR LIEN REVENUE D/S	0	$2,328,965	$10,034,768
5410-HCTRA 2009A CONSTRUCTION	0	$6,579,767	$822,134
54A0-TRA C/P 2017 SER E1 D/S	0	$62,760,172	$126,572,498
54B0-TRA C/P 2017 SER E1 CONSTRUCT	0	($713,165)	$121,858,270
54C0-TRA C/P 2017 SER E2 D/S	0	$18,426,425	$177,194,295
54D0-TRA C/P 2017 SER E2 CONSTRUCTR	0	$947,479	$175,804,405
5710-TOLL ROAD CONSTRUCTION	0	$48,183,060	$1,006,373,875
5730-TRA REVENUE COLLECTIONS	0	$797,132,755	$1,607,687,163
5770-TRA RENEWAL/REPLACEMENT	0	$16,425,614	$241,758,907
5910-TRA 1997 TAX REF DEBT SERVICE	0	$1,436,308	$2,685,409
7264-FLOOD OF APRIL 2016	0	$0	$197,479

PERSONNEL SUMMARY FOR TOLL ROAD AUTHORITY
All Department Funds
as of November 2019
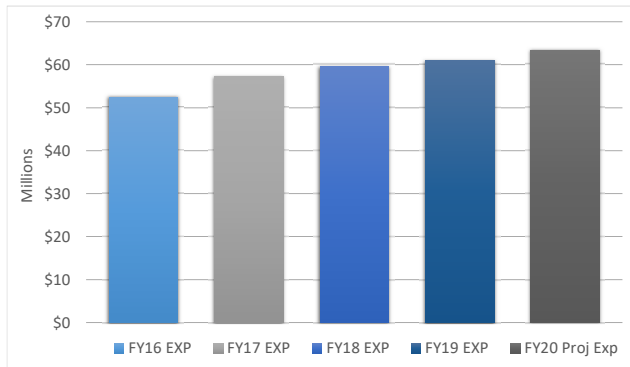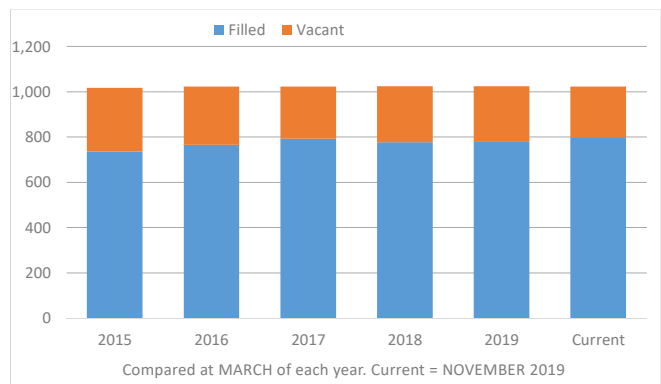
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Compared at MARCH of each year. Current = NOVEMBER 2019

Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	672	5.1%	5.1%
Sept 2017	612	7.5%	3.7%
Sept 2016	537	11.4%	3.7%
Sept 2015	478	18.7%	4.4%
Sept 2014	430	23.3%	4.3%

	Filled	Vacant	Total
R32+	799	222	1,021
Part	0	1	1
Temp	0	0	0
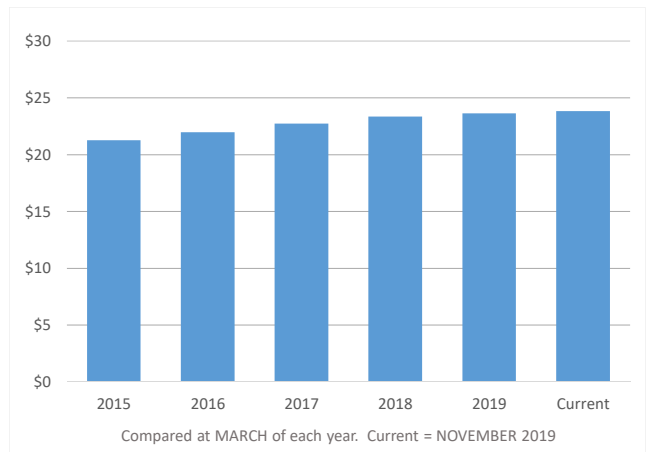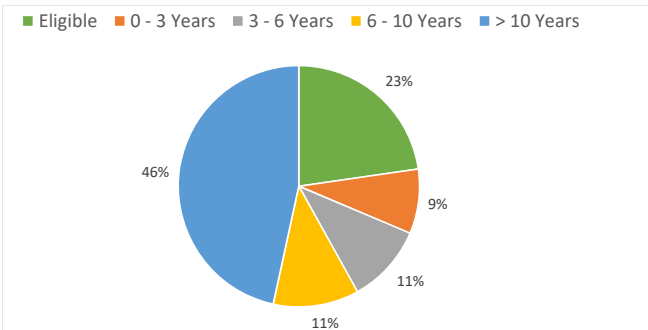
Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

23%, 9%, 11%, 11%, 46%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

11%, 30%, 18%, 7%, 34%

Number of Employees by Age

Categories: <25, 26-35, 36-45, 46-55, 56-65, >65
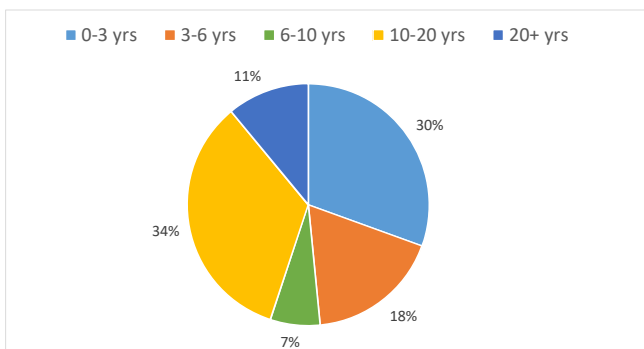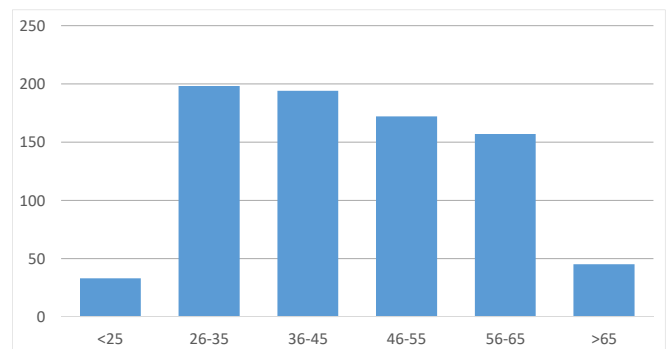
Department-Provided Information

Harris County Toll Road Authority
Organizational Chart
2019

COMMISSIONERS COURT

EXECUTIVE DIRECTOR
Gary K. Trietsch

COUNTY ATTORNEY
Nick Turner
Jacqueline Lentz

INCIDENT MANAGEMENT
Calvin Harvey

CUSTOMER SERVICE
ASSISTANT DIRECTOR
Kate Lanzarone

- VIOLATIONS ENFORCEMENT
- EZ TAG STOREFRONTS
- CALL CENTER
- QUALITY CONTROL/ TRAINING

HUMAN RESOURCES
ASSISTANT DIRECTOR
Clay Cossey

- PERSONNEL
- PAYROLL

ADMINISTRATIVE SERVICES
ASSISTANT DIRECTOR
LaWanda Howse

- CASH TOLL OPERATIONS
- ADMINISTRATIVE SUPPORT

INFRASTRUCTURE SUPPORT
DEPUTY DIRECTOR
Lisa Castañeda, P.E.

- TOLLING SYSTEMS
- IT SERVICES

CHIEF FINANCIAL OFFICER
DEPUTY DIRECTOR
Peter Key

- FINANCIAL REPORTING
- REVENUE ACCOUNTING
- TOLL SYSTEM AUDIT
- BUDGET/ ACCOUNTS PAYABLE

ENGINEERING
DEPUTY DIRECTOR
John Tyler, P.E.

- CAPITAL IMPROVEMENT PROGRAMS
- TRAFFIC OPERATIONS & ITS MAINTENANCE
- BUILDING FACILITIES

COMMUNICATIONS
ASSISTANT DIRECTOR
Patti Evans

- MEDIA RELATIONS
- MAPPING & GRAPHICS

MAINTENANCE & CONSTRUCTION ENGINEERING
ASSISTANT DIRECTOR
Matt Kainer, P.E.

- ROADWAY & FACILITY MAINTENANCE
- CONSTRUCTION PROGRAMS
- PROCUREMENT & INVENTORY MANAGEMENT
- UTILITY & PERMIT REVIEW

Form #1: Department Mission and Metrics

Toll Road Authority - 050

A) Department Purpose/Mission

The Harris County Toll Road Authority (HCTRA) improves mobility in the Greater Houston Metropolitan area through excellence in the operation of urban toll highway systems, while upholding a commitment to leadership, public service, and quality of life.

B) Discuss your department's accomplishments in the last year.

Harris County continues to maintain the Toll Road Authority's strong financial condition. The widening and traffic safety improvements for the Sam Houston Tollway (Southeast), and the extension of the Tomball Tollway to the Harris-Montgomery County line, should both be completed by fiscal year-end. Working in concert with the Harris County Attorney's Office, toll road violation collections were brought back "in-house" after utilizing a contracted law firm for the past 15+ years. Efforts have already begun to effectuate a seamless transition of operations for the Washburn Tunnel and Lynchburg Ferry.

C) Discuss actions taken to drive efficiency and productivity in your department.

HCTRA utilizes in-house data, consultants, and performance and effectiveness measures to help drive recommendations for operational improvement, particularly in areas of traffic safety and response, and customer service. Continuing efforts to adopt new and secure electronic mechanisms for payment of tolls (such as Bancpass, EZ TAG Express) are born from this approach. Further, as discussed below, traffic safety response, performance, and traffic hazzard prevention measures are tracked and recorded daily in an effort to improve roadway safety.

D) Describe any new responsibilities your department assumed this year.

The Toll Road Authority began working this year to accommodate the transition of daily operations, maintenance, and improvements for the Washburn Tunnel and Lynchburg Ferry to HCTRA. The Toll Road Authority, working with the Harris County Attorney's Office, also brought toll violation collections efforts back "in-house" after utilizing a contracted law firm for the past 15+ years.

E) Specify any costs your department incurred this or last year that you won't have next year.

Collection efforts for the Toll Road Authority have been brought back "in-house", working in concert with the Harris County Attorney's Office. Collection fees formerly

earned by Harris County's contracted law firm are now retained by Harris County.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

HCTRA measures the percentage of gross toll revenue utilized to fund operations and maintenance expenses as a macro financial performance measure. An informal goal is to maintain this percentage at or below 33%. Data from other publicly managed turnpikes in the United States that bear similarities to HCTRA, reveal this ratio can span from roughly 20% to in excess of 40%. During FY19, this percentage was approximately 23%. Year-to-date (through Sept 2019) the percentage slightly exceeds 24%.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

The Toll Road Authority places a premium on roadway and traffic safety. Traffic safety response, performance, and traffic hazard prevention measures are recorded and tracked. Major Crash Response Times have decreased from 6:24 (CY18) to 6:15 (CY19 YTD) while DWI/DUI-Related Major Crashes are trending slightly down from 59 (CY18) to 48 (CY19 YTD). DWI arrests along the HCTRA system during CY19 have also decreased from 1,831 (CY18) to 1,232 (CY19 YTD). This statistic can be interpreted multiple ways, but it is probable that the efforts utilized by Harris County to combat intoxicated drivers on the County's toll road system are proving effective in lowering this occurrence.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: | **050 - Toll Road Authority, Fund 5740**

FY19/20 General Fund Adopted Budget:	**$269,160,460**
Rollover Budget Received in FY19/20:	n/a

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	ADMINISTRATION--57405006	$18,119,089	29	0	$0	0.0%		
2	INFORMATION TECHNOLOGY--57405007	$48,061,174	49	0	$0	0.0%		
3	INCIDENT MANAGEMENT--57405008	$28,733,147	109	0	$0	0.0%		
4	EZ TAG--57405009	$9,406,825	0	0	$0	0.0%		
5	MAINTENANCE--57405010	$24,336,707	36	0	$0	0.0%		
6	VIOLATIONS--57405012	$2,506,850	0	0	$0	0.0%		
7	SECURITY/SAFETY/TRAINING--57405013	$402,000	0	0	$0	0.0%		
8	CONSTRUCTION PROGRAMS--57405014	$2,000,000	0	0	$0	0.0%		
9	ENGINEERING--57405017	$1,425,596	8	0	$0	0.0%		
10	HUMAN RESOURCES--57405018	$18,379,138	24	0	$0	0.0%		
11	PROCUREMENT--57405019	$586,000	0	0	$0	0.0%		
12	TOLL PLAZAS--57405021	$18,621,766	278	0	$0	0.0%		
13	PUBLIC INFORMATION--57405022	$2,612,164	9	0	$0	0.0%		
14	TOLL COLLECTIONS PROJECTS--57405024	$31,928,020	17	0	$0	0.0%		
15	FACILITIES--57405035	$7,343,000	0	0	$0	0.0%		

Department: **050 - Toll Road Authority, Fund 5740**

	FY19/20 General Fund Adopted Budget:	$269,160,460
	Rollover Budget Received in FY19/20:	n/a

16	IH-10 TOLL CORRIDOR--57405058	$2,896,000	0	0	$0	0.0%		
17	CUSTOMER SERVICES CENTER--57405072	$23,558,400	378	0	$0	0.0%		
18	FINANCE--57405074	$16,609,164	57	0	$0	0.0%		
19	FLEET SERVICES--57405075	$543,000	0	0	$0	0.0%		
20	TRAFFIC MANAGEMENT--57405076	$178,000	0	0	$0	0.0%		
21	ADMINISTRATIVE SERVICES--57405077	$1,539,663	14	0	$0	0.0%		
22	GIS--57405078	$183,600	0	0	$0	0.0%		
23	ITS--57405079	$1,841,000	4	0	$0	0.0%		
24	PROPERTY MANAGEMENT--57405080	$6,600,157	12	0	$0	0.0%		
25	INCIDENT RESPONSE TEAM (IRT)--57405081	$250,000	0	0	$0	0.0%		
26	TUNNEL & FERRY--57405082	$500,000	46	0	$7,500,000	1500.0%	1	YES
27								
28								
29								
30								

Department-Estimated Totals	$269,160,460	1070	0	$7,500,000	2.8%

Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **Toll Road Authority**

Functional Area: Washburn Tunnel & Lynchburg Ferry
Dept. Funding Priority #:   1

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)		2,921,764
Other Recurring Costs		4,578,236
Total Request	$	**7,500,000**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
On June 25, 2019, Commissioners Court authorized the transfer of responsibility for current and future capital improvements, maintenance, funding, and operations of the Lynchburg Ferry and Washburn Tunnel System to the Toll Road Authority, a department of Harris County government, to formally begin on March 1, 2020.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The Toll Road Authority may have greater financial flexibility to fund necessary improvements for these Harris County transportation assets.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The Toll Road Authority's current and projected financial condition should allow the improvements for these county assets to be included in HCTRA's capital improvement program.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The ability to fund and complete the necessary capital improvements for these Harris County assets.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Provide updates to Commissioners Court during Budget Hearings and Capital Improvements Hearings.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
There are 46 existing positions (5 open positions) that will need to be funded for FY21 with a total estimated salary amount of $2.9million for 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
New positions and additional office space are still being evaluated at this time.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

105-TUNNEL & FERRY

Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	9.0%
		FY 20 Adopted Budget Per Capita (Harris County):	$1.70

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$5,200,000	$5,500,000	$5,653,000	$5,765,000	$5,795,000	$8,000,000
Final Adjusted	$6,103,742	$7,125,002	$7,177,738	$6,721,801	$6,249,388	$8,587,870
Rollover Received	$894,432	$1,625,002	$1,524,738	$946,141	$454,388	$587,870
Rollover % of Adopted	17%	30%	27%	16%	8%	7%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$3,042,192	$3,105,504	$3,220,176	$3,308,649	$3,308,385	$2,273,328
Non-Labor/Transfers	$818,759	$1,496,087	$2,295,522	$2,010,073	$1,789,230	$2,754,265
Actual Spent	$3,860,950	$4,601,591	$5,515,698	$5,318,722	$5,097,615	$5,027,593

Adopted Budgets & Expenditures

Annual Rollover
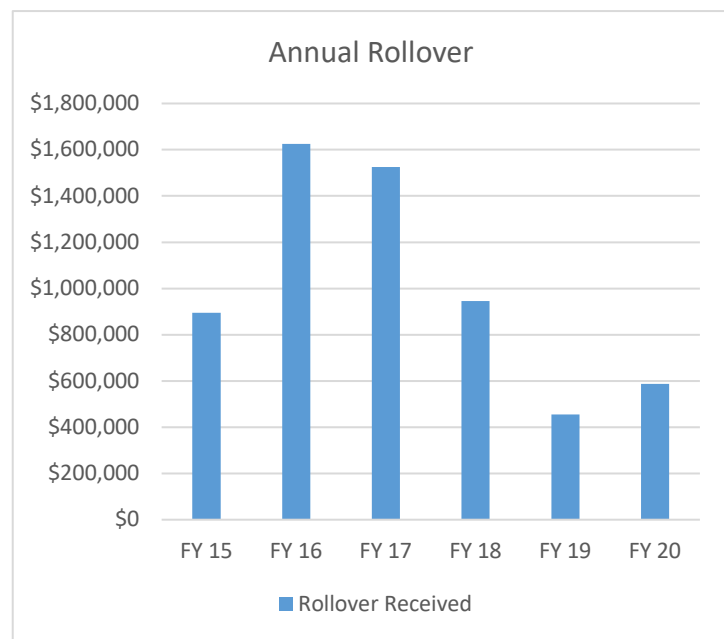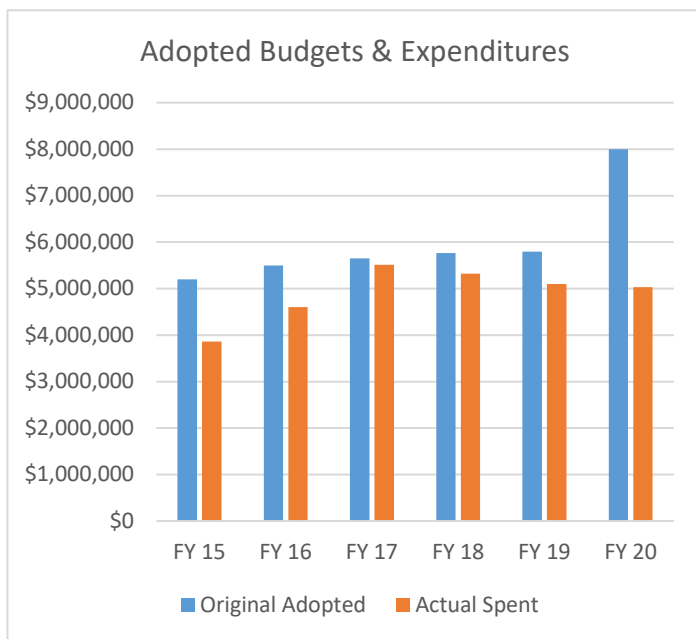
FY20 Rollover as a % of FY20 Adopted Budget: 7.3%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$912**	**$4,036**
7234-FLOOD OF MAY 2015	0	$912	$0
7634-HURRICANE HARVEY	0	$0	$4,036

090-FLOOD CONTROL DISTRICT

Data as of:	11/11/2019		Avg. Annual Budget Increase Last 5 Years:		0.0%
			FY 20 Adopted Budget Per Capita (Harris County):		$25.53

Fund 2890 - Flood Control General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$120,000,000	$120,000,000	$120,000,000	$120,000,000	$120,000,000	$120,000,000
Final Adjusted	$119,996,500	$120,000,000	$120,000,000	$120,000,000	$119,771,261	$125,000,000
Rollover Received	- -	- -	- -	- -	- -	- -
Rollover % of Adopted	- -	- -	- -	- -	- -	- -

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$25,316,794	$26,767,897	$28,052,372	$27,353,970	$28,675,534	$22,132,860
Non-Labor/Transfers	$63,757,509	$57,830,819	$64,154,107	$64,985,453	$66,245,433	$39,596,041
Actual Spent	$89,074,303	$84,598,716	$92,206,479	$92,339,423	$94,920,967	$61,728,901
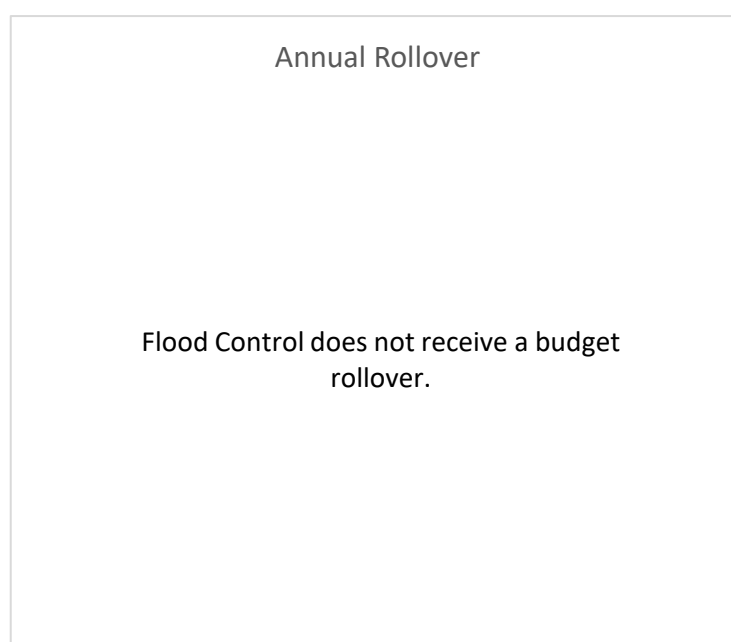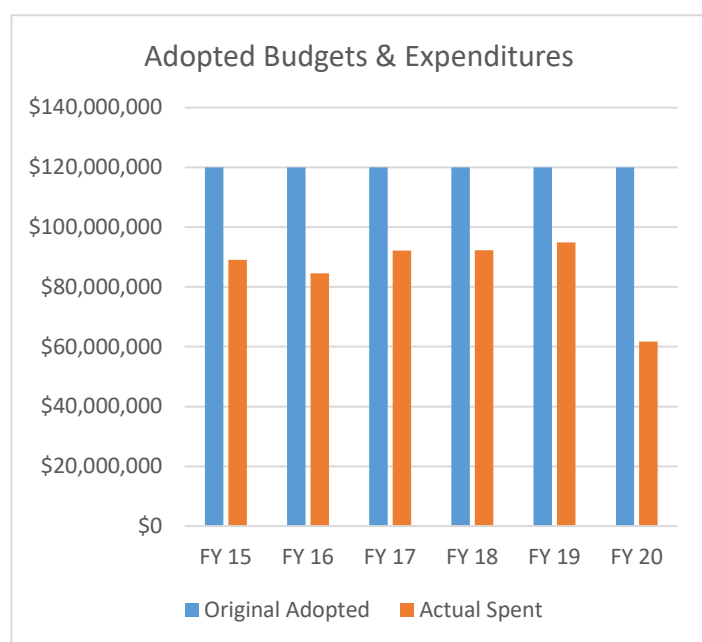
Adopted Budgets & Expenditures

Annual Rollover

Flood Control does not receive a budget rollover.

FY20 Rollover as a % of FY20 Adopted Budget:	n/a

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$210,105,603**	**$831,454,072**
3240-REGIONAL F/C PROJECTS	0	$13,613	$8,250,210
3310-FLOOD CONTROL PROJECT CONTRIBU	0	$124,199,336	$203,068,535
3320-FC BONDS 2004A-CONSTRUCTION	0	$565,857	$1,220,757
3330-FC IMPROVEMENT BDS 2007 PROJEC	0	$300,168	$1,654,743
3970-FC COMMERCIAL PAPER SERIES F	0	$1,543,220	$1,412,272
3990-COMMERCIAL PAPER 2017 SERIES H	0	$19,710,934	$230,289,063
7111-NRCS EMERG WATERSHED PROT GRNT	0	$2,551,190	$87,422,988
7119-HMGP-HAZARD MITIGATION	0	$34,883,310	$186,293,446
7234-FLOOD OF MAY 2015	0	$702,565	$22,195
7264-FLOOD OF APRIL 2016	0	$51,971	$88,010
7297-FLOOD CONTROL FMA GRANT	0	$1,143,310	$23,414,050
7302-FLOOD PROTECTION PLANNING GRAN	0	$359,943	$4,206
7589-FEMA COOPERATING TECH PARTNERS	0	$374,525	$16,120,737

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
7625-CDBG-DR15 BUYOUT PARTNERSHIP	0	$2,747,512	$7,599,682
7634-HURRICANE HARVEY	0	$5,230,842	$2,510,992
7656-COH BRAYS BAYOU BRIDGE PROJECT	0	$1,702,244	$42,275,006
7657-2017 CDBG-DR PLANNING STUDIES	0	$0	$10,000,000
7660-HUD COMM DEVELOP BLOCK GRANT	0	$250,519	$0
7669-HURRICANE HARVEY TXDOT FHWA	0	$18,439	$21,185
7677-STORMWATER FEASIBILITY STUDY	0	$0	$400,000
7680-HUD COMM DEVELOP BLOCK GRANT	0	$0	$975,853
7984-HAZARD MITIGATION GRANT 1791	0	$11,942,440	$8,180,138
8112-H-GAC/CDBG HURRICANE IKE RECOV	0	$1,813,665	$230,005

PERSONNEL SUMMARY FOR FLOOD CONTROL DISTRICT

All Department Funds
as of November 2019
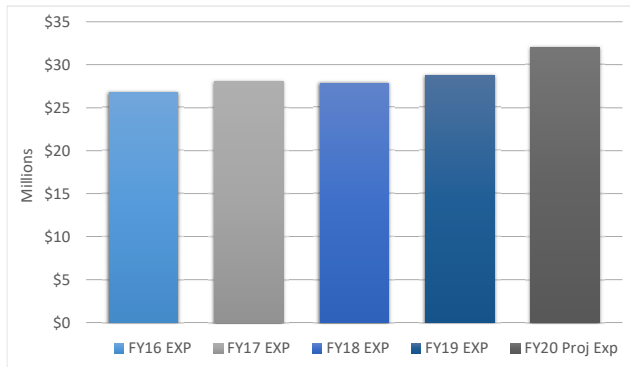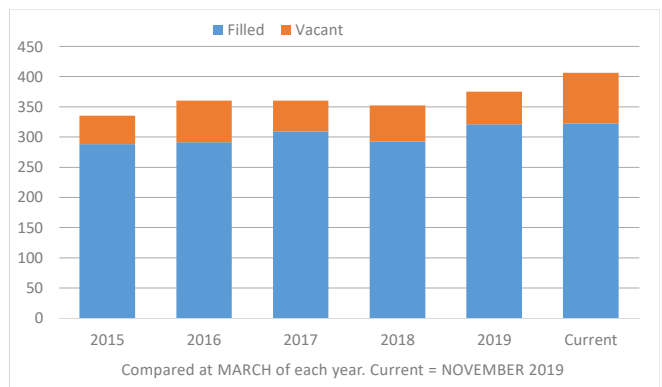
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Legend: Filled, Vacant

Compared at MARCH of each year. Current = NOVEMBER 2019

Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	266	3.7%	3.7%
Sept 2017	229	8.2%	4.0%
Sept 2016	204	8.9%	2.9%
Sept 2015	174	11.3%	2.7%
Sept 2014	161	16.9%	3.2%

	Filled	Vacant	Total
R32+	322	76	398
Temp	0	8	8
	0	0	0

Dept. Average Hourly Base Pay Rate
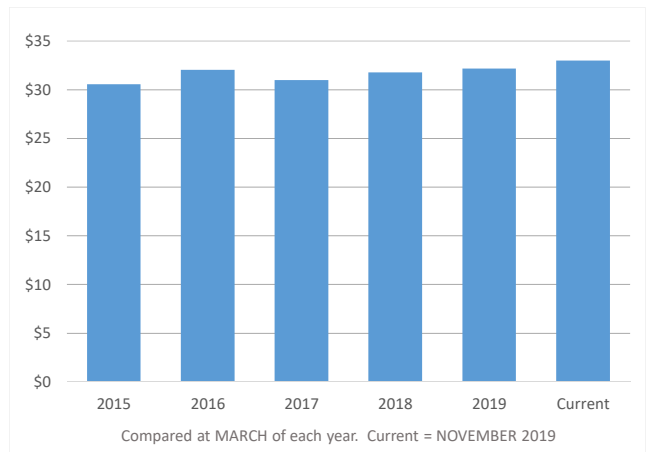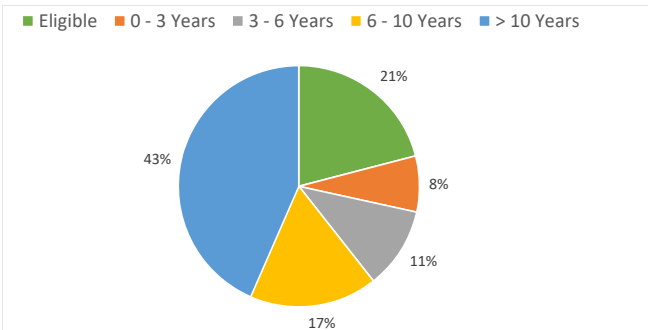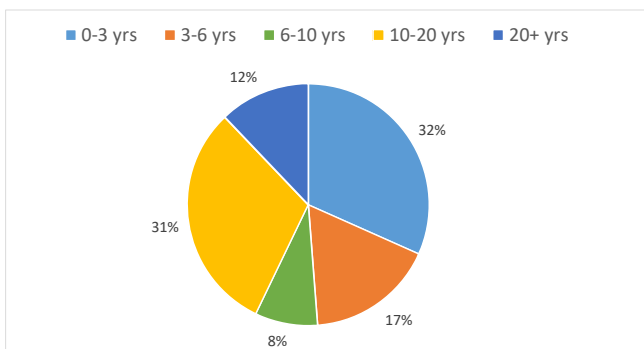
Compared at MARCH of each year. Current = NOVEMBER 2019

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

Values: 21%, 8%, 11%, 17%, 43%

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

Values: 32%, 17%, 8%, 31%, 12%

Number of Employees by Age

Age groups: <25, 26-35, 36-45, 46-55, 56-65, >65
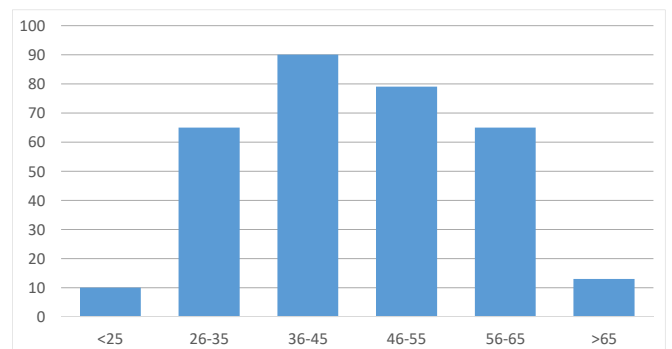
Department-Provided Information

Harris County Flood Control District

Proposed Budget for FY 2020 - 2021

As of November 11, 2019

EXECUTIVE DIRECTOR

Poppe, R.

Deputy Executive Director

Zeve, M.

LEGAL

Assistant County Attorneys

Chief Operations Officer

Chief Planning Officer

Director of Operations

Communications Department

ASSISTANT OPERATIONS DIRECTOR

COMMUNITY SERVICES DIVISION

FINANCIAL & TECHNICAL SERVICES DIVISION

HUMAN RESOURCES & ADMINISTRATIVE SERVICES DIVISION

HYDROLOGIC OPERATIONS DIVISION

CONSTRUCTION DIVISION

ENGINEERING DIVISION

INFRASTRUCTURE DIVISION

PLANNING DIVISION

Flood Control District - 090

A) Department Purpose/Mission

HARRIS COUNTY FLOOD CONTROL DISTRICT - MISSION STATEMENT – FY 2020-21

Provide flood damage reduction projects that work, with appropriate regard for community and natural values.

The Harris County Flood Control District reduces the risk of flood damage by:

- Devising flood damage reduction plans;
- Implementing the plans; and
- Maintaining the infrastructure.

The District strives to provide flood damage reduction projects that work (reduce flooding), with appropriate regard for community and natural values. The District provides flood damage reduction for Harris County by developing long-range plans, implementing programs of capital improvements (including partnerships with the federal government and others), and maintaining its stormwater facilities. The District's engineering staff also reviews public and private projects proposed by others to ensure compliance with the District's design criteria and long-range plans.

B) Discuss your department's accomplishments in the last year.

CAPITAL IMPROVEMENT PROGRAM: The District continued to implement capital projects utilizing its funding provided by the 2018 HCFCD Bond Program. The District will work with the Budget Management Office on details of a CIP spending plan that provides projections of programming and spending needs. Details and strategies will be presented for review at the September 2019 Capital Projects Review. The District is highly leveraged in its use of outside professional services and contract services, using a project management approach to manage outside services. Therefore, the District must continue development and improvement of project management skills of key personnel to administer the numerous outside services used in the CIP. HCFCD will spend and let the largest amount of capital projects this fiscal year in the agency's history.

GRANTS AND PARTNERSHIPS: Continued to be aggressive in pursuing grants, partnerships, and other sources of funding for flood damage reduction projects. Federal partnerships have been very beneficial in leveraging available District funds, bringing at least 50% and as much as 100% in project funds for qualified projects. Some projects with the U.S. Army Corps of Engineers now require that the District spend the funds in order to qualify for reimbursement later. The District has initiated the seed money to start the cash reimbursements that will help fund continued construction of these District-led Federal projects.   The District will report on the current situation at the September Capital Projects Review. The District is aggressively pursuing Federal Emergency Management Agency grants for Pre-Disaster Mitigation, Flood Mitigation Assistance, Severe Repetitive Loss, and the Hazard Mitigation Grant Program.

INFRASTRUCTURE: Continue improving the maintenance, management, and performance of District facilities. This includes managing property rights, vegetation management (mowing, dangerous tree removal, fenceline pruning, selective clearing, and herbicide application) , designing repairs to failed and worn out facilities, desilting channels, repairing storm sewer outfall pipes, and coordinating multi-use opportunities. This is accomplished through a combination of in-house forces, consultants, and contractors. Continue assessing the condition of existing facilities to support decisions regarding the appropriate level of funding for repairs.

FLOOD ALERT SYSTEM: The District has been able to improve the data quality and reliability of the system and added new functionality including custom alerts and inundation mapping. The goals for FY 2020-21 are to continue to develop and improve the system including a new website and flood forecasting capabilities.

PUBLIC OUTREACH: Public outreach and education continues to be a very important and integral part of virtually all of HCFCD activities. The District continues to develop effective communication tools such as its own and project-specific websites, newsletters, mail-outs, brochures, and other collateral material. The District has contracted with six public outreach firms to assist with various community engagement and communications efforts. The District is revamping its global communications strategy including launching a re-branded website in November 2019.

C) Discuss actions taken to drive efficiency and productivity in your department.

Implemented project management standards consistent with private industry. Developed a project portfolio using Primavera P6 to

track schedules and costs for all capital projects. The District is now bundling projects to let larger jobs as opposed to several smaller projects which provides benefits of reduced administration and economies of scale. Continue appropriate training (in Houston and in Texas) of employees to more efficiently perform their duties and to stay current with changes in standards and regulations

D) Describe any new responsibilities your department assumed this year.

The District continues to work with the City of Houston on transferring ownership and responsibility of the City's open channels to the District. The District has also been tasked with implementing the 2018 HCFCD Bond Program as quickly as possible.

E) Specify any costs your department incurred this or last year that you won't have next year.

At this time not any cost identified.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Overall, the Districts operations are more efficient due to effectively managing additional projects associated with the increased volume of financial activity listed below. (Excludes Right-of-Way Purchases)

GL Ledger: FC — MONTHLY DEPARTMENTAL STATUS REPORT
Department: 090 — 3/1/2019 to 10/31/2019

| | PURCHASING | | ACCOUNTS PAYABLE | |
	NUMBER OF NEW PURCHASE ORDERS	AMOUNT OF NEW PURCHASE ORDERS	NUMBER OF INVOICES PAID	AMOUNT OF INVOICES PAID
March	102	24,876,480.99	286	24,433,235.47
April	98	38,553,138.12	297	26,766,577.42
May	134	47,137,083.62	21	56,803.05
June	104	34,405,622.35	97	2,115,443.37
July	108	15,814,171.10	309	17,732,367.67
August	88	14,549,610.21	511	23,655,118.86
September	101	16,340,740.83	14	24,837.93
October	103	20,764,616.55	389	43,714,544.92
Totals	838	212,441,463.77	1,924	138,498,928.69

GL Ledger: FC — MONTHLY DEPARTMENTAL STATUS REPORT
Department: 090 — 3/1/2018 to 10/31/2018

| | PURCHASING | | ACCOUNTS PAYABLE | |
	NUMBER OF NEW PURCHASE ORDERS	AMOUNT OF NEW PURCHASE ORDERS	NUMBER OF INVOICES PAID	AMOUNT OF INVOICES PAID
March	90	20,708,799.24	170	8,449,613.97
April	95	6,269,235.21	21	73,915.93
May	90	16,441,737.02	258	1,368,881.95
June	83	8,598,036.09	250	17,965,357.78
July	77	23,845,448.47	8	32,842.02
August	92	5,716,531.11	307	18,197,929.81
September	80	27,644,070.12	211	13,295,859.67
October	77	18,055,800.87	280	19,931,934.00
Totals	684	127,279,658.13	1,505	79,316,335.13

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

Home Buyout Program

Home buyouts are used by the Flood Control District to reduce flood damages in areas several feet deep in the floodplain where structural projects (i.e. channel modifications or stormwater detention basins) to reduce flooding are not cost effective and/or beneficial.

Voluntary Buyouts Purchased 2017 - Oct. 2019

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 090 - Flood Control District, Fund 2890

FY19/20 General Fund Adopted Budget:	$120,000,000
Rollover Budget Received in FY19/20:	n/a

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Operations	$46,836,954	319					
2	Vegetation Management	$26,409,621	83					
3	Maintenance Engineering	$17,690,097	10					
4	Staff Augmentation	$11,522,937						
5	Infrastructure Repairs	$8,129,225	16					
6	Fleet Management	$5,166,322	2					
7	Building Services	$4,244,844	2					
8								
9								
10								
Department-Estimated Totals		$120,000,000	432	0	$0	0.0%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

289-COMMUNITY SERVICES

Data as of: 11/11/2019

Avg. Annual Budget Increase Last 5 Years: 1.7%

FY 20 Adopted Budget Per Capita (Harris County): $2.14

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$9,250,000	$10,050,000	$10,424,000	$10,640,000	$9,592,000	$10,072,000
Final Adjusted	$9,528,114	$10,204,451	$10,587,712	$10,139,165	$11,106,724	$13,734,772
Rollover Received	$72,546	$154,451	$163,712	$487,635	$182,747	$584,434
Rollover % of Adopted	1%	2%	2%	5%	2%	6%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$5,981,919	$6,143,017	$6,061,738	$6,320,522	$5,915,277	$3,799,505
Non-Labor/Transfers	$3,255,908	$3,667,014	$3,974,687	$3,580,782	$4,460,954	$1,887,494
Actual Spent	$9,237,826	$9,810,031	$10,036,425	$9,901,304	$10,376,231	$5,686,999

Adopted Budgets & Expenditures

Annual Rollover
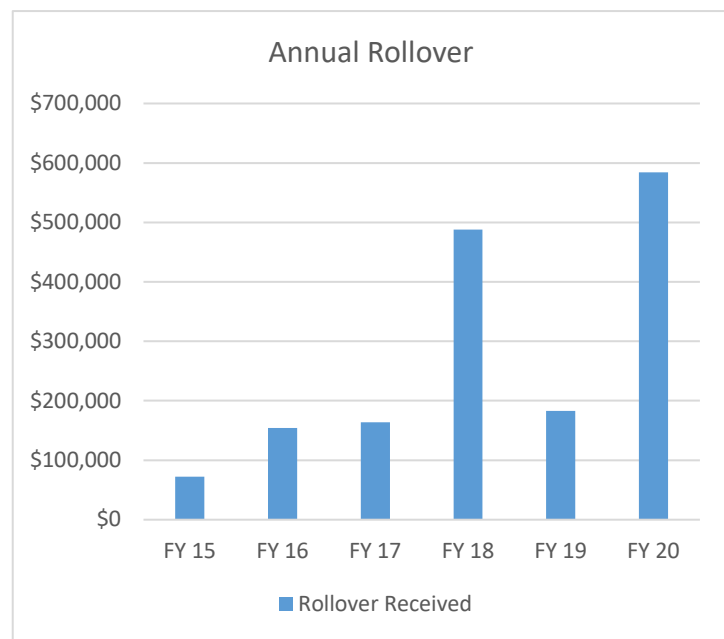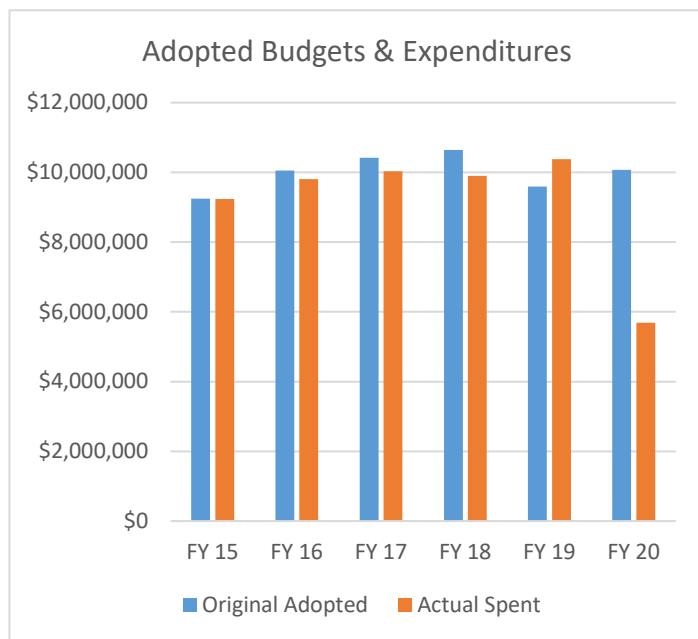
FY20 Rollover as a % of FY20 Adopted Budget: 5.8%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**202**	**$34,883,965**	**$1,278,572,725**
1020-PUBLIC IMP CONTINGENCY FUND	0	$271,955	$0
2120-TIRZ Affordable Housing-Nonint	0	$0	$2
2130-TIRZ Affordable Housing-Int Be	0	$300,793	$886,642
2230-CSD NON-GRANT RESTRICTED FUND	1	$2,071,440	$5,674,157
2240-CSD TRANSIT RESTRICTED FUND	0	$662,834	$881,901
2260-UTILITY BILL ASSISTANCE PROGRM	0	$302,912	$274,022
22B0-CARE FOR ELDERS	0	$5,926	$15,662
7054-FTA SEC 5307 URBAN FORMULA	11	$4,382,979	$13,462,522
7062-NEW FREEDOM FUNDS - RIDES	0	$31,889	$390,951
7084-TDHCA TX PLAN/DISASTER RECOVER	0	$0	$87,049
7130-EMERGENCY SHELTER GRANT	17	$1,109,794	$1,599,621
7135-ESG FROM CHILD CARE COUNCIL	0	$158,348	$262,445
7140-HOME PROGRAM	4	$2,820,763	$14,918,001

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
7200-SHELTER PLUS CARE	0	$502,896	$787,937
7206-FUNDS FOR VETERANS ASSISTANCE	0	$327,334	$415,098
7237-NSP RLF 1&3	6	$734,347	$1,398,277
7280-PHASE XV - UTILITY ASSISTANCE	0	$312,202	$315,486
7344-HARVEY FEMA DIRECT HOUSING CAS	1	$717,784	$658,146
7347-CDBG-DR FLOOD 2015 HOUSING	0	$128,600	$3,364,362
7416-ELDERLY/DISABLED TRANSPORTATIO	5	$848,196	$3,338,201
7517-IKE RECOVERY NON-HOUSING GLO	1	$382,455	$10,463,678
7569-CDBG-DR17 RESIDENTIAL BUYOUT	1	$276,281	$43,188,037
7594-NSP PROGRAM	0	$82,129	$17,585
7634-HURRICANE HARVEY	0	$300,274	$2,507,466
7654-CDBG-DR17 FLOOD 2016 HOUSING	0	$172,546	$12,670,593
7655-CDBG-DR17 FLOOD 2016 NON-HOUSE	0	$61,202	$20,998,136
7657-CDBG-DR 17 HARVEY	108	$1,316,623	$1,086,694,373
7660-HUD COMM DEVELOP BLOCK GRANT	47	$11,395,857	$30,018,948
8001-MISC FOUNDATIONS GRANTS	0	$219,438	$680,562
8112-H-GAC/CDBG HURRICANE IKE RECOV	0	$4,986,167	$22,602,866

PERSONNEL SUMMARY FOR COMMUNITY SERVICES DEPARTMENT

All Department Funds
as of November 2019
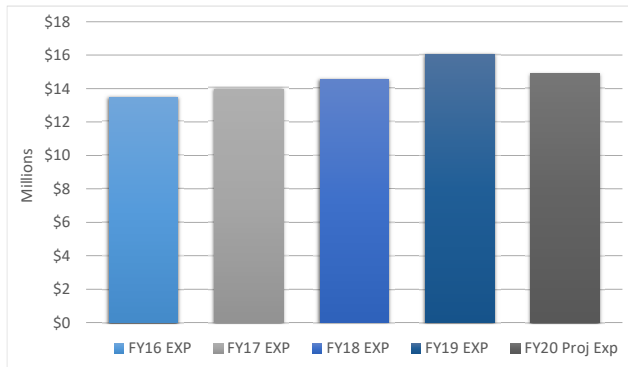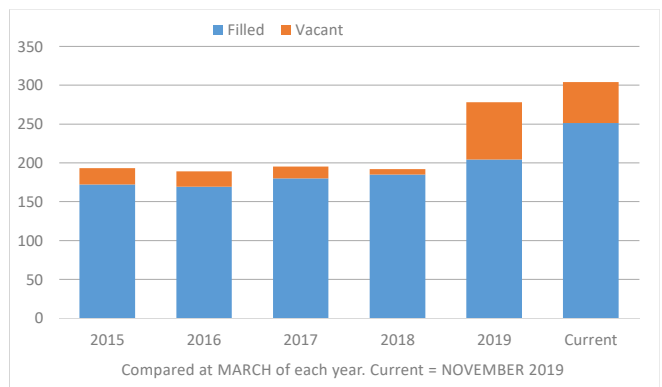
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Compared at MARCH of each year. Current = NOVEMBER 2019

Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	164	5.7%	5.7%
Sept 2017	142	8.3%	4.1%
Sept 2016	132	13.1%	4.2%
Sept 2015	117	15.8%	3.7%
Sept 2014	110	24.0%	4.4%

	Filled	Vacant	Total
R32+	251	48	299
Part	0	1	1
Temp	0	4	4

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

21%, 11%, 10%, 16%, 42%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

44%, 13%, 11%, 25%, 7%

Number of Employees by Age

Department-Provided Information

Harris County Commissioners Court
County Judge
Commissioner Precinct 1
Commissioner Precinct 2
Commissioner Precinct 3
Commissioner Precinct 4

Community Services Department

Daphne Lemelle
Executive Director

Disaster Recovery
- Support Services
- Infrastructure Recovery
- Quality Assurance & Quality Control
- Housing Recovery
  - Eligibility
  - Construction Operations
  - Case Manager

Office of Finance Services
- A/R | A/P | Payroll
- Grants & Program
- Budget/Financial Monitor & Reporting Manager
- Disaster Recovery

Public Information Office
Housing PolicyAdvisory

Program Operations
- Grants Management
  - Affordable Housing
  - Public Facilities & Infrastructure
  - MWBE/Section 3
  - Public Services
- Planning & Development
  - Planning
  - Development
- Housing Services
  - Home Ownershitp Made Easy
  - Down Payment Assistance
  - Construction & Inspection Services
- Transit Services
  - Regulatory Compliance
  - Harris County Rides
  - Non-Medical Transportation
  - Planning/Operations
- Social Services
  - Financial Assistance
  - Case Management
  - Bereavement

Housing & Community Resource Center

General Services

Human Resource / Employee Relations

Hsg Dev. & Special Initiatives

1 Office of Social Services:

The CSD Office of Social Services works to strengthen the community, protect the vulnerable and empower the able under the uniting vision that together we will provide quality services where clients as partners are valued and respected, making Harris County a place where families and communities are strong, assuring a bright future for all.

Major Programs: Case Management, Intake Services, Emergency Financial Assistance, Cemetery Services /Bereavement.

2 Office of Transit Services:

Harris County Transit Services provide residents outside of the METRO service area with transportation alternatives. Through the spirit of cooperation and coordination with other area agencies, Harris County Transit Services promotes equitable, efficient and dependable transportation that will offer increased mobility, economic opportunity, minimize traffic congestion and increase air quality through reduced vehicle emissions.

Major Programs: Fixed Bus Route Service, Non-Emergency Medical Transportation, the RIDES program, on demand ADA Para-transit Services and Park & Ride Services.

3 Office of Housing & Community Development:

The CSD Office of Housing and Community Development is committed to improving the quality of life for the citizens of Harris County by enhancing housing and economic opportunities, promoting and actively engaging in the provision of decent, safe and affordable housing and stabilizing neighborhoods by supporting civic enriching, public service programs and infrastructure investments.

Major Divisions: Planning & Development, Grants Management, Housing Programs, Housing Development and Special Initiatives.

Major Programs: Consolidated Planning, Annual Request for Application Process (HUD Entitlement Funds-CDBG, ESG, HOME); Other RFA processes: Texans Feeding Texans, HFFI; Down-payment Assistance Program, Home Repair Program, Neighborhood Stabilization Program, Affordable Housing Preservation Program (CDBG-DR); Grants Compliance and Sub-recipient Monitoring, Labor Standards and Section 3 Compliance and Monitoring; Long Term Affordable Housing Monitoring, Single Family and Multi-Family Housing Development, Community Land Trust, Community Development Entity (CDE) management, Redevelopment Authority staffing and management.

Planning & Development

The Planning and Development (P&D) section performs duties in primary support of the Housing and Community Development initiative such as development of HUD compliance documents, administering the request for proposals/applications for six funding sources, grant writing for numerous programs, provides data analysis and mapping, environmental review of HUD projects, disaster recovery individual damage assessment, and strategic planning for local low-income communities.

Grants Management

Responsible for compliance monitoring of HUD funded projects. The section conducts nearly 600 monitoring and project site visits annually. Davis Bacon and Section 3 compliance is priority for federally funded programs overseen by this division. The Davis Bacon Act of 1931 is a US federal law that establishes the requirement for paying the local prevailing wages on public works projects for laborers. Section 3 program requires that recipients of certain HUD financial assistance to the greatest extent possible, provide training, employment, contracting and other economic opportunities to low and very low income persons. Major sections under grants management include Public Services and Public Facilities and Infrastructure, and Long Term Housing Affordability compliance monitoring.

Housing Programs

The housing programs section's purpose is to provide housing assistance to low and moderate income residents of Harris County by providing the following affordable housing options; homeowner repair, down payment assistance and providing homes for purchase at discounted price coupled with closing cost incentives.

Housing program mission is to improve or modernize homes for elderly and disabled low-income homeowners while removing health and safety hazards as well as providing a commitment to delivering quality, affordable housing where individuals and families can live, work and thrive.

(Neighborhood Stabilization Program)

The Neighborhood Stabilization Program (NSP) was introduced as part of the American Recovery and Reinvestment Act in 2009 to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes.

(Lending Services)

The purpose of Lending Services is deliver quality, affordable housing where individuals and families can live, work and thrive.

(Housing Construction and Inspection Services) (HCIS)

The purpose of HCIS is to deliver reliable home inspections where individuals can live in a safe, hazard free environment.

(Affordable Housing Preservation)

The purpose of the Affordable Housing Preservation (CDBG-DR funded recovery program) is to expand and make available more affordable housing stock for low to moderate income homebuyers.

Housing Development and Special Initiatives

The purpose of the Housing Development and Special Initiatives is to finance the development and construction of new single family homes, and affordable rental housing in the Harris County service area affected by Hurricane Harvey and create new housing choices by developing new housing in areas of reduced risk of flooding.

4 Housing Resource Center / Outreach & Engagement:

The Housing Resource Center (HCRC) strives to bridge the gap in housing and community resource information between the community and other supportive and social services organizations. The HRC provides a vast array of housing and related information primarily targeted to families and individuals that are experiencing housing crises or in need of affordable housing. Our purpose is to support the mission of Harris County Community Services Department (CSD) by engaging in outreach public outreach strategies to connect information to our most vulnerable residents and aiding the community in finding decent, safe, and affordable housing and related resources in a manner that promotes equal opportunity and fair housing. In accomplishing this goal, the HRC is committed to serving as a viable community resource that is accessible to everyone.

Major Programs: Affordable Housing Search Assistance, Community Engagement & Outreach, Resource Navigation Services, and Disaster Recovery Center Assistance.

5 Office of Disaster Recovery:

The CSD Disaster Recovery Division endeavors to rebuild damaged infrastructure and assist Harris County residents and businesses who have suffered property damage from federally declared disasters. The programs seek to improve the current occupied housing stock by correcting damage and improving the overall condition of residential structures, and mitigating future exposure to flooding through buyout and relocation assistance thereby improving resiliency and the quality of life for the citizens and communities of Harris County.

Major Programs: Owner Housing Programs (Residential Buyouts, Homeowner Reimbursement, Buyout Assistance); Disaster Recovery Rental Case Management; Infrastructure Projects; Planning Studies.

(Owner Housing Programs)

To assist homeowners within Harris County who have suffered property damage from federally declared disasters (2015, 2016, 2017) floods. Assistance is made available through the Reimbursement Program, Homeowner Assistance Program, and the Residential Buyout Program. These programs seek to improve the current occupied housing stock by correcting damage and improving the overall condition of the homes and mitigating future exposure to flooding through buyout and relocation assistance.

(Quality Assurances & Quality Control (QA/QC)

This section provides operational support via and QA/QC for the Disaster Recovery owner housing programs. Specifically this unit reviews data submitted for completeness, consistency, and accuracy and ensures case files meet program guidelines and all applicable government regulations is responsible for the accurate submittal of all applicable set-ups, change orders, and documents in accordance with the Texas General Land Office (GLO). Additionally, QA/QC monitors vendor contracts for compliance with the approved scope of work and budget and handles, tracks and resolve complaints and appeals for the disaster recovery owner housing programs.

(Disaster Recovery Rental Case Management)
Initially created in 2018 to administer the Housing for Harvey (H4H) program which housed displaced residents from the mass shelters at NRG and GRB mass shelters stood up in the aftermath of Harvey, the DRRCM program is designed to assist households affected by Hurricane Harvey, including the homeless population seek safe, affordable rental housing and housing stability through case management efforts and housing navigation services. Rental Assistance will be provided to program participants from community resources and administered by local Housing Authorities.

(Infrastructure/Non-Housing)

This unit has the fiduciary responsibility over Disaster Recovery funds utilized for construction and reconstruction of public facilities and infrastructure which ultimately benefits at least 70% low- and -moderate income residents within Harris County service area.

6 Administration:

To provide timely and proactive strategic planning, management, leadership, communications and support to the department, its stakeholders and employees.

Major Functions: The Office of the Executive Director includes the Chief Program Officer (CPO), the Public Information Officer (PIO), Human Resources, the Housing Policy and General Services.

(Executive Director and Chief Program Officer)

Provides mission, objectives and overall support for CSD. The Executive Director oversees all aspects of the Community Services Department's programs, operations, finances, performance and objectives. The Chief Program Officer assists the Executive Director by oversight of Non-Disaster related program areas, which includes Social Services, Transit Services and Grants Management and Planning and Development's sections by devising quality improvement methods, strategic development, planning and policymaking and then evaluating performance and progress for each of the reporting units.

(Public Information Office)

The Public Information Office (PIO) is responsible building and maintaining relationships with members of the news media, elected officials, community leaders and Harris County constituents while providing

direction and broad communications for each program of the Community Services Department. These functions include assemblage of public meetings, publication and distribution of formal news releases, newsletter productions, scheduling, approval and oversight of press conferences and outreach events for each division, website creation for keeping the citizens of Harris County apprised of notable information. The PIO also works with the county attorney on open records requests made under the Texas Public Information Act and interacts with other Harris County PIO's, during times of needed collaboration or emergencies such as natural disasters. The PIO reports directly to the Executive Director.

(Housing Policy)

The purpose of the Housing Policy unit is to oversee the Housing Policy Committee that was established by Commissioners in FY 2019-20. This unit will provide input to and inform the Executive Director on the various issues and emerging trends in housing. This unit will be a bridge between CSD and the Housing and Urban Development (HUD) and the General Land Office (GLO) regarding policy making and changes. The Housing Policy unity will implement policies once approved then evaluates performance and progress. Offer guidance by reviewing goals, objectives and evaluates the overall progress of the department.

(Human Resources)

The purpose of the Human Resources section is to oversee and ensure the office administrative and personnel functions of the department are effective. Human Resources serves as an authoritative information source to internal and external inquiries on Human Resource policies, practices and issues.

(General Services)

To provide technical and logistical support and guidance to CSD's wide variety of divisions and functions, including providing support for community outreach events and meetings requiring video, audio and communications. General Services acts as a departmental liaison with Purchasing, Universal Services / Facilities and Property Management for CSD's facilities (3 campuses) and its furnishings. The General Services section also serves as Type III All Hazards Communications technicians to the Harris County Office of Emergency Management during emergency event activations. Other items that fall under the GS umbrella includes ensuring the safekeeping and accessibility of all file keeping and record retention requirements, IT support, inter-office mail and packages are delivery between all CSD sites as well as Harris County Administration Building.

7 Office of Financial Services

The Finance division's mission is to provide managerial and financial support to the Operating Divisions within CSD. The division is staffed with accountants specializing in an array of financial disciplines including project & cost accounting for the various grant programs administered by CSD, as well as budgeting, financial underwriting, monitoring, management & compliance reporting and administrative accounting.

1 Office of Social Services:

(Case Management)

Metrics & Outcomes:
Social Services Case Management works within a community-wide system through the Houston / Harris County/ Fort Bend & Montgomery County Continuum of Care (CoC) and utilizes Homeless Management Information System (HMIS) measures to gage success of programs and performance compared to peer organizations. Below are some of the statistics for Social Services accomplishments and outcomes:

Outcomes / Statistical Measurements	2017-18	2018-19	2019-20
# Assisted with comprehensive case management.	544	533	622
# At Risk of Homeless to Housing Secured through HP	29	295	368
Monitor the number of clients from Homeless to Housed	213	540	643
Average Case Load / Case Manager	54	53	55
Case Managers	10	10	11
Rental Assistance Funds Deployed	$ 532,450	$ 552,450	$ 667,692
Avg Rental Assistance Funds / Client	$ 979	$ 1,036	$ 1,073

Other notable accomplishments:
- Implemented eviction prevention program pilot in coordination with other partners,
- Implemented barrier buster fund to assist with unmet needs such as bedding and small furniture for an individual moving from homeless to housing.
- Had successful monitoring visits for all grant programs. No findings noted.
- Began a partnership with Dress for Success to assist clients in obtaining clothing for job interviews.
- Began Tenant Trainings for our clients in conjunction with the Coalition for the Homeless to improve housing stability and inform participants for responsible renter expectations to maintain housing.

(Intake & Emergency Financial Assistance)

Metrics & Outcomes: In the current fiscal year this group projects it will assist over 6,300 clients and provide over $1.05 million in utility assistance. In support of that effort, Intake staff schedules all appointments for financial assistance and case management, greets and takes assistance applications for walk-in clients, and expects to handle over 56,000 phone calls for utility assistance and another 38,000 for cases seeking rental assistance this current fiscal year.

Metrics	2018-19	2019-20	2020-21
Clients provided utility assistance	4,726	6,380	7,000
Utility Assistance calls handled by Intake	41,153	56,496	61,000
% of Inquiries delivered services	11.5%	11.3%	11.5%
Funds for Utility Asst. (General & Util. Pvdr)	$ 851,100	$ 1,050,100	$ 1,387,100
Avg Assistance	$ 180	$ 165	$ 198

Note: Last year's accomplishments were met with two to four staff vacancies throughout the year.

(Cemetery/Bereavement)

Metrics & Outcomes: Below are the key statistics tracked by the Bereavement staff.

	2017-18	2018-19	Est. 2019-20
Cost of Burials	$ 931,919	$ 1,049,206	$ 1,300,000
Avg $ / Service	$ 995	$ 1,051	$ 1,277
Burials (not including VA burials)	144	165	170
Burials VA	105	93	98
Cremations	688	740	750
Total Burials & Cremations	937	998	1,018
Referrals received	1,255	1,332	1,425

2 Office of Transit Services:

Park & Ride, Fixed Bus Routes and related capital projects

Metrics & Outcomes: Next year, the Park & Ride program will provide commuting transportation to 24,000 passengers from Baytown to connection in Downtown the TMC and other work areas within Harris County.   See stats on the next page.

Park & Ride Services

Period	Boardings
2018 - 2019	17,840
2019 - 2020	18,289
2020 - 2021	24,511

Fixed Route (Circulator) Services

Period	Boardings
2018 - 2019	81,295
2019 - 2020	93,058
2020 - 2021	104,110

Non-Emergency Medical Transportation Services

Period	Boardings
2018 - 2019	18,654
2019 - 2020	18,549
2020 - 2021	23,557

RIDES

Period	Boardings
2018 - 2019	77,416
2019 - 2020	89,050
2020 - 2021	86,045

TOTALS

Period	Boardings
2018 - 2019	195,205
2019 - 2020	218,946
2020 - 2021	238,223

3 Housing & Community Development:

Planning & Development:

Metrics & Outcomes: Below are the key performance statistics used to measure activity and accomplishments for Planning and Development.

- Successfully collaborated with the Coalition for the Homeless of Houston/Harris and Fort Bend County on the submission of the PY18 Continuum of Care for both Tier 1 and 2 renewal projects that was awarded $38,155,969.00 for 48 programs.

The table below are other key accomplishments:

Planning

Unit of Measure / Section	PY2018 Actual	PY2019 Actual	PY2020 Planned
Environmental review process completed	150	500	900
Maps produced	400	625	1000
Plans and Reports Completed (CAPER, other HUD, and State)	14	25	35
Certifications Issued (Consistency with Con Plan ,etc.)	25	30	35
Community Meetings/Public Hearings/Training Facilitated/Provided	35	90	200

Development

Unit of Measure / Section	PY2018 Actual	PY2019 Actual	PY2020 Planned
RFP - applications received and processed	38	87	58
Technical Assistance Provided	235	260	175
Grantwriting: Applications submitted	16	44	50
Plans and Reports Completed (AAP, Amendments)	75	61	65
Certifications Issued (CHDO)	14	6	7
Community Meetings/Public Hearings/Training Facilitated/Provided	15	11	8

(Grants Management / Public Services / Public Facilities and Infrastructure)

Monitored all HUD funded projects to assess compliance with HUD regulations which achieved the following community benefits:

- Provided 44 units of Tenant Based Rental Assistance (TBRA) and rehabilitated 49 permanent supportive housing renter-occupied housing units for the chronically homeless.

- Assisted 9,253 homeless individuals and families with shelter and supportive services expending $933,680.99 of ESG funding and 589 homeless individuals expending $678,584.90 of CDBG funds.

- Successfully collaborated with the Coalition for the Homeless of Houston/Harris and Fort Bend County on the submission of the PY18 Continuum of Care for both Tier 1 and 2 renewal projects that was awarded $38,155,969.00 for 48 programs.

- Assisted 12,686 low-income persons with youth and senior services, transportation services, and services for abused and neglected children.

- Served 14,510 low-income persons in 5 completed infrastructure projects and served 9,197 low-income persons in 4 completed public facilities projects.

Grants Management/Public Services/Public Infrastructure	2018-2019	2019-2020	2020-2021
Agreements drafted and executed	52	62	47
Monitoring visits conducted	164	201	210
Technical assistance provided	62	69	84
Plans and reports completed (APR, State and Other HUD	10	11	11
Tranings facilitated / provided	2	4	7

(Housing Programs)

This section delivers direct housing assistance to low and moderate income residents of Harris County by providing the following affordable housing options; homeowner repair, down payment assistance and providing homes for purchase at discounted price coupled with closing cost incentives. The inspection services staff completes more than 2,500 housing inspections each year in support of the County's HUD grants programs. Housing Services will be tasked with the delivery of the Affordable Housing (Single Family) Preservation Program (a component of the Disaster Recovery Program) in an effort to expand and make available more affordable housing stock for "Low to Moderate Income" homebuyers. Next year it will begin ramping up with this program through the acquisition, rehabilitation and resale of affordable homes.

Metrics & Outcomes:

	2018-2019	2019-2020	2010-2021
NSP			
NSP Acquisitions Completed	6	3	5
NSP Dispositions Completed	5	7	5
Lending	**2018-2019**	**2019-2020**	**2010-2021**
Prepare and Process Release of Liens	60	60	74
Contracts prepared	55	60	75
Training Facilitated/Provided	34	50	30
DAP Assistance	24	50	50

HCIS	2018-2019	2019-2020	2010-2021
DAP Inspections	29	72	96
MF Inspections	2,427	1,437	1,916
Rehab/LBP Inspections	460	357	476
Disaster Recovery Inspections	-	19	25
Minor/Major Home Repair	30	37	50
Total Inspections Performed	2,946	1,922	2,563

Affordable Housing Preservation - CDBG-DR	2018-2019	2019-2020	2020-2021
AHPP Acquisitions	-	2	16
AHPP Dispositions	-	-	9

(Housing Development and Special Initiatives)

This Program launched in 3rd Quarter of 2019. Since this program's inception, staff has completed the required program guidelines and received approval from the Texas General Land Office (GLO). Standard operating procedures were also developed in order to implement the programs and these procedures are currently under final review for submission to the GLO. Also, this unit is engaged in active site identification to acquire and develop for new single-family construction.   Below are estimated metrics for the coming fiscal year for the Single Family New Construction Program:

Single Family New Construction Program

Metrics	2020-21
Single Family Built Inventory Acquired	82
Single Family lots acquired to be platted	513
Single Family units sold	82

** new program

Other Program initiatives and metrics underway for future reporting include:

- Multi-family project implementation
- Implementation of the Harris County Community Land Trust.
- Management and staffing of the Harris County Redevelopment Authority (including the TIRZ 24 Board).
- Implementation of the Harris County Community Development Entity, and application for an allocation of New Market Tax Credits for Harris County project investments.

Under Multi-family developments, the unit will start the construction on approximately 1,800 rental housing units throughout the County in an effort to being replacing the lost affordable housing stock due to Hurricane Harvey.

Affordable Rental Program

Metrics	2020-21
Affordable Rental Agreements Approved by Comm. Court	14
New Affordable Units Construction Started	1209
Affordable Rental Units Rehabs Started	108
Total Rental Units Added to the Market Under Construction	1824

** new program

4 Housing Resource Center & Outreach & Engagement:

Metrics & Outcomes: Below are several key statistics and outcomes that this unit tracks and compares year of year for determining the Resource Navigation and Outreach successes and estimating the future need for funding and staffing.

Housing Resource Center / Engagement & Outreach Performance Statistics

	2018-19	2019-20	2020-21 Projected
HCRC Website	703,913	722,335	939,035
Social Media Outreach	1,940,000	1,975,336	2,567,936
Referrals to Various Programs	234,637	535,000	695,500
Brochures/Flyers Distributed	22,700	37,500	48,750
Searches	368,908	525,972	683,763

Local Recovery Center Metrics:

Totals for Kingwood Flooding May, 2019

Visitors	305
Assessments for Various Services	114

Imelda DRC (October 19 – November 10, 2019)

	Jensen (10/19/19 – Current) Still open	IT MAY Community Ctr. (10/21/19 - 11/8/19) Closed 11/8/19	Totals
Visitors	544	409	953
Assessments	181	68	249

Imelda LRC's Data

Total visitors	3,947
Total Clients Financial Assistance	660
Total Clients Interviewed	1,856
Total Food Bank	1,943

5 Office of Disaster Recovery:

Owner Housing Programs

Metrics and Outcomes: Program guidelines were developed and approved by the Texas General Land Office (the agency providing funding for these programs). Standard operating procedures were developed to implement the programs. CaseWorthy software system was developed. Program launch was in April 2019, ongoing outreach and 5 surge Saturday events were held:

- Approximately 5,717 applicants are in the system (through 10/31/19)
- 467 applicant files completed intake (through 10/31/19)
- 417 applicant files in eligibility review (through 10/31/19)
- 39 applicant files submitted to GLO (through 11/8/19)

CSD Office of Housing and Community Development
Disaster Recovery – Housing, as of November 8, 2019

Disaster Recovery – Buyout Program	
Pre-Applications	93
Applicants Invited to Apply	133
Applications Active	33
Appraisals Requested	29
Appraisals Received	7
DOB Inspections Requested	22
DOB Inspections Received	22
Eligibility Completed	29
Withdrew/Denied	3
Submitted to QA/QC	13
Submitted to GLO	9
Approved by GLO	9

Disaster Recovery-Buyout Program				
Year	Income Eligibility Completed	LMI	120%	Above 120%
2015	3	3		
2016	7	4	1	2
2017	17	7	5	5
Total	27	14	6	7

CSD Office of Housing and Community Development
Disaster Recovery – Housing , as of November 8, 2019

Disaster Recovery – Reimbursement Program	
Pre-Applications	348
Applicants Invited to Apply	869
Applications Received	147
HQS Inspections Requested	79
HQS Inspections Received	57
DOB Inspection Requested	79
DOB Inspections Received	57
Eligibility Completed	91
Submitted to QA/QC	78
Submitted to GLO	23
Approved by GLO	0

Disaster Recovery – Reimbursement Program				
Year	Income Eligibility Completed	LMI	120%	Above 120%
2017	91	36	24	31
Total	91	36	24	31

CSD Office of Housing and Community Development
Disaster Recovery – Housing, as of November 8, 2019

Disaster Recovery – Homeowner Assistance Program (HAP)	
Pre-Applications	348
Applicants Invited to Apply	869
Applications Active	174
Damage Assessment Requested	25
Damaged Assessment Received	21
DOB Inspections Requested	14
DOB Inspections Received	10
Submitted To QA/QC	3
Submitted To GLO	3
GLO Approved	1
Try-Party Agreement	1

Disaster Recovery – Homeowner Assistance Program (HAP)				
Year	Income Eligibility Completed	LMI	120%	Above 120%
2016	9	5	2	2
2017	25	21	2	2
Total	34	26	4	4

Disaster Recovery – HAP Pilot Program		
Total Properties Referred to the Pilot Program	Properties Exited	Properties Remaining
22	16	6

Applications Received	6

(Quality Assurance/Quality Control)

Metrics and Outcomes: Section was created in 2019 and systems are currently being developed to accommodate the growing needs of the Disaster Recovery owner housing programs. Division responsible for the quality control and review of projects files and awards to be submitted to the General Land Office

(GLO); and serve as the primary point of contact with the GLO until file is approved. QA/QC also responsible for DR contractor oversight, and complaints and appeals.

 Staff training and open discussions were held to ensure knowledge of all systems and procedures.

- 30 applicant files submitted to GLO
  - Reimbursement Program – 13 files submitted/ pending approval
  - Homeowner Assistance Program – 1 approved, 1 in review, 1 applicant withdrew from program
  - Buyout Program—9 files submitted/all approved.

(Disaster Recovery Rental Housing Case Management Program)

Metrics and Outcomes: Outcomes based on the ongoing case management support for households made homeless as a result of Hurricane Harvey. Case management support documents ongoing services to stabilize housing for vulnerable renters. Metrics will increase up to 125 households in the coming fiscal year.

CSD Office of Housing and Community Development
Disaster Recovery – Housing, as of November 8, 2019

Program STATS for 2019 (Year-to-Date)	CM	Total Enrollments	New Clients	Total Screenings	Exits	Home Visits	Total Spending
Housing for Harvey (H4H) DR HOME TBRA –NEW	1	8	0	151	0	71	N/A
H4H Phase III	2	22	0	125	103	289	N/A
CDBG-DR	3	0	0	0	0	0	N/A
HAP	3	0	0	0	0	0	N/A
Housing Navigator	2	0	0	0	0	0	N/A
Total	11	30	0	276	103	360	N/A

(Infrastructure/ Non-Housing)

Metrics & Outcomes: Below are the key performance statistics used to measure activity and accomplishments to date. Note includes metrics for completion of Hurricane Ike infrastructure projects.

- Completed 9 projects for a total of $26,7M. Completed projects consisted of the installation of generators, road improvements, drainage improvements, and sewer facilities improvements.
- Placed 27 Orders and Agreements on Commissioners Court for construction projects totaling $97.3 M.
- A total of 42 pay estimates and invoices were processed with a combined total of $15.4M

CSD Office of Housing and Community Development
Disaster Recovery – Non-Housing, as of November 8, 2019

2019 –2020 Budget Year	
Orders and Agreements Placed on Commissioners Court and approved (35)	27
Pre-Bid/ Pre-Construction Meetings were attended (6)	6
Site visits were conducted (250)	250
Completed Projects (9)	9
Conducted Technical Assistants meetings (100)	100
Pay estimates and Invoices Processed for a combined total of $15,411,518	42

6 Administration:

(Executive Director)

Major Initiatives and Accomplishments: Completed Department transition under new Executive Leadership. As a part of the transition plan implemented Strategic Improvement Plan focused on the following areas of organizational improvement: 1) Internal Communication; 2) Cross Training and Career Development; 3) Security and Safety; 4) Departmental Policy and 5) Technology and Data Management.

 (Public Information Office)

Major Initiatives and Outcomes:

- In the aftermath of Hurricane Harvey, the PIO worked with county consultants to create the website www.harrisrecovery.org, designed to meet the requirements of HUD funding and to communicate the various programs to Harris County citizens.
- Also created a weekly blog to chronicle weekly outreach efforts to drive applicants to the Homeowner Assistance Program.
- Maintained and updated website daily along with the CSD's main website. Produced and downloaded a series of flyers, forms and informational material and distributed into various communities though-out the county.
- Wrote and produced video presentation for CSD to introduce the Harvey homeowner assistance application process to local residents who flooded.
- Planned and orchestrated April 13th official program opening launching Project Recovery, including naming, branding and labeling.
- Worked with program administrators on wording for web content, emails, and flyers.

- Responded to a growing number of media calls, from one monthly to as many as two weekly since the Harvey disaster, while operating with minimal staffing consisting of one PIO, one website administer and one communication specialist.

(Housing Policy Unit)

Newly created unit; no metrics to report. Staffing in progress.

(Human Resources)

Accomplishments include overseeing and coordinating the staffing ramp up of the disaster recovery section of the department which consist of approximately 75 employees. Working with budget management to conduct a department wide market analysis to ensure CSD salaries are competitive with the current job market.

(General Services)

Aided in locating and surveying a new facility for disaster recovery staff. Coordinated with Harris County property management and NW Crossing Office in securing a lease agreement. Provided operational support for the build out of disaster recovery new location. Coordinated with Universal Services and multiple other vendors in setting up network infrastructure, communication, and security for the new facility. Provided logistical support in moving all initial staff members to the NW Crossing office location. Coordinated with Harris County purchasing following federal procurement guidelines to acquire office furniture and computer equipment. Working with Federal, State and local auditors to ensure the system of record is in compliance and the integrity of data is properly maintained. Managed and ensured guidelines are being followed and meet auditor requirements in the system of record software, including managing vendor requests and expectations. Worked with multiple vendors, including the state, to create integration between software systems along with the county's system of record to facilitate more efficient teamwork in the future. Assisted in providing technical support for Local Recovery Centers as well Disaster Recovery Centers in setting up mobile offices in non CSD facilities. Assisted with the migration to Microsoft Office 365 for the CSD. Updated all CSD facilities' badge access systems and security cameras.

GENERAL SERVICES HELP DESK STATS
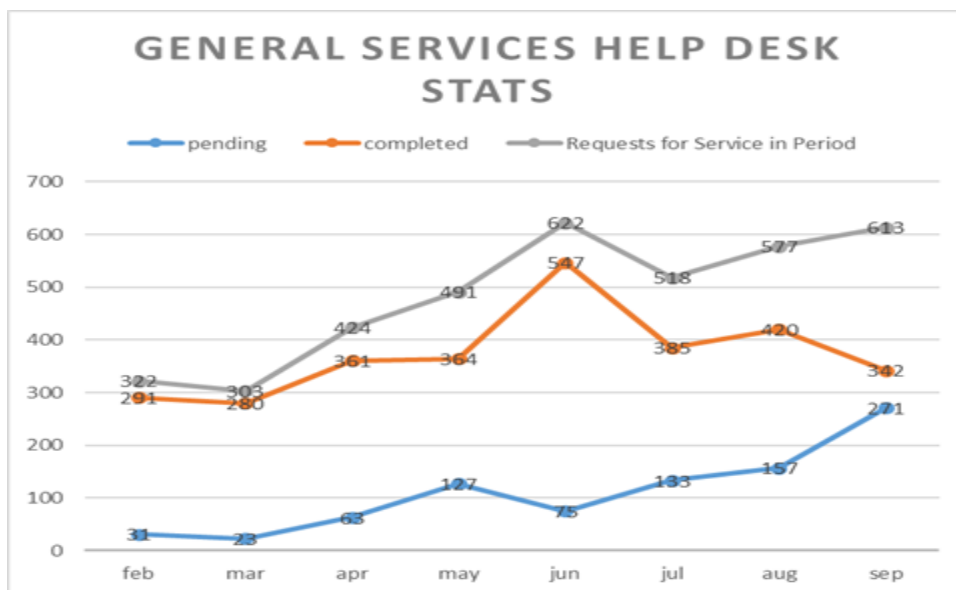
7 Office of Financial Services

Metrics & Outcomes: Many of the Finance division's metrics and outcomes are driven by programmatic decisions, the specialization or uniqueness of accounting needs e.g. (grant program, project based, administrative, or financial), estimated volumes, workflow variations and contract compliance matters. Below are several key statistics tracked by a variety of the disciplines within the Office of Financial Services.

Grant Accounting & Transit Accounting

	Actuals		Projected
Metrics	**FY2019**	**FY2020**	**FY2021**
Number of Contracts	212	205	219
Number of Invoices / Drawdowns	1326	1394	1361
Grant Financial Reports Processed	243	271	267

Disaster Recovery - Accounting

	Actuals		Projected
Metrics	**FY2019**	**FY2020**	**FY2021**
Number of Infrastructure Projects	13	26	59
Number of invoices Paid	170	510	5400
Number Draws Submitted	0	42	3600

Monitoring and Reporting

	Actuals		Projected
Metrics	**FY2019**	**FY2020**	**FY2021**
Monitoring Visits	65	61	75
RFP/Application Reviews	36	77	89
Underwritings	5	40	45
Housing Construction Contractors Review	5	15	15
Other Reports & CAPER	32	27	27

C: Discuss actions taken to drive efficiency and productivity in your section:

1 Office of Social Services:

(Case Management)

- Created weekly report to track all spending and case management loads to monitor progress toward spending and caseload goals
- Track due dates for annual reassessments
- Began biweekly meetings with managers to begin implementing a Candid Culture

(Intake & Emergency Financial Assistance)

All Eligibility Specialist are monitored by the Financial Assistance Manager and are provided detailed one on one training, a training manual, and policy and procedures manual. The call center and front desk staff are monitored daily by the intake services manager for accuracy and efficiency. The call center and front desk staff receive one on one training, training manual and policy and procedures manual. The training and policy and procedures manuals are updated annually to reflect the most current information. In addition, all appointments, cases and approvals of those cases are processed through our secured database (CaseWorthy). This data base allows us to enter all appointments, monitor, and track and process eligible cases for payment.

(Cemetery/Bereavement)

The Bereavement Case Management staff are assigned cases on a rotation. This ensures an equal amount of client cases are distributed to the four (4) case managers. In addition, bilingual case managers are assigned cases where Spanish translation is necessary.

2 Office of Transit Services:

Harris County RIDES software enhancements to eliminate manual data entry of client profile information; technology enhancement to allow potential clients to apply for services online; enhancement and extension of all services without increasing staff; elimination of paper tickets for client co-pay for ADA paratransit services in connection with fixed-route bus service.

The non-emergency medical transportation section plans to increase scheduling staff to meet increased demand for services. The cost of the added staff will be split 50/50 between FTA section 5307 funds and County general funds. Impact to general funds would amount to approximately $23,013.

3 Housing & Community Development:

(Planning & Development)

The P&D section has taken actions such as attending annual HUD training for environmental review records, compliance reporting, and disaster recovery programming, improved project tracking and reporting databases, streamlined procurement documents/RFP/RFAs, improved evaluation reporting, and acquisition of technology.

(Housing Programs)

In order to drive efficiency and productivity the Housing Programs Section developed a variety of controls and systems to track workflow for all from initial contact with an applicant to final closeout. Across all programs various spreadsheets are utilized to track applicant files and access is given to specific staff to update.

(Lending Services)

Updated down payment assistance manual which has allowed program operations to flow smoothly

(Neighborhood Stabilization Program)

In order to drive efficiency and productivity the NSP have been working closely with the HUD technical assistance representative regarding final closeout of NSP. Imposed new eligibility processing requirements reducing applicant review from 3 weeks to 3 days. Initiated monthly open house schedule for active listings. Initiated prioritization system for active listings to narrow the focus of acquisition efforts. Implemented "Team Huddles", weekly 15 minute standing meetings to define obstacles, solve problems, identify small goals and report achievements. Implemented weekly staff meetings that focus on program outcomes.

(Grants Management / Public Services / Public Facilities and Infrastructure)

Increased use of bilingual staff to conduct job site employee/worker interviews to substantiate certified payroll monitoring.

(Affordable Housing Preservation – CDBG-DR)

Program staffing and ramp up will continue to achieve full implementation of program next fiscal year for acquisition, rehabilitation and resale of affordable homes.

(Housing Development and Special Initiatives)

Division created in FY19 and was previously included in the Grants Management division. Separation of duties have allowed this division to grow with focus on special initiatives focus on new tools to expand and enhance activities in community development. This section has increased staffing and direct reporting to the Executive Director.

4 Housing Resource Center & Outreach & Engagement:

Each team member completed an individual development plan to identify their short and long term career goals. Staff also identified through self-assessment, skills needing development, as well as strengths that could be leveraged to help meet the section's goals. Staff is encouraged to take advantage of courses offered through Human Resources that could aid towards improving efficiency and productivity. Additional responsibilities were delegated to staff. A candid culture to improve work relationship and performance is being implemented. Mid-Year assessments were implemented to allow each team member an opportunity to make improvements where needed. Additional tools have been implemented to assist in tracking daily assignments which also assist in report preparation.

5 Office of Disaster Recovery:

(Owner Housing Programs)

- Developing program tracking tools to assess progress and resolve issues.
- Evaluating guidelines for needed revisions to clarify requirements
- Evaluating standard operating procedures to streamline processes and establish efficient process flow.

(Quality Assurance/Quality Control)

Tracking tools and reports are being developed to assist with efficiency and productivity and to streamline processes. Additionally, staff engage in ongoing training on program requirements.

Staff training and open discussions are held to ensure knowledge of all systems and procedures

(Disaster Recovery Rental Case Management)
- Weekly reports to track case management loads to monitor progress toward housing stability and case closure within required time time frames.
- Track due dates for annual reassessments

(Infrastructure)

- Each monitor is responsible for updating the project status update report.
- Staff attend weekly project status meetings to ensure progress on assigned projects.
- Biweekly communication with our sub-recipients to assess status and identify road blocks and resolve issues.

6 Administration:

(Executive Director)

- Implemented strategic improvement plan for key department operations. See Section B.
- Creating a culture of open communication by implementing the "Candid Culture" training with all CSD employees. The use of candid culture and open communication with regular feedback from managers to employees allows for a work place that encourages employee growth and manages expectations which will lead to increased productivity. During FY2019, CSD worked with the Harris County Attorney's Office to schedule training for all managers and employees. The goal for 2020 is full implementation will ongoing follow-up with management as to compliance with the model.

(Public Information Office)

As the supporting communication arm for CSD, the increase of staffing and budget has vastly increased the amount of requests for informational material. To augment the additional duties in the area of Disaster Recovery, a consultant team, "Outreach Strategies" has been added to assist in the communication process.

While this has greatly expanded our community reach, it has also resulted in added meetings and directives for the public information section due to the media and outreach schedule created by Outreach Strategies.

(Housing Policy Unit)

Unit not yet fully implemented. Hiring in progress.

(Human Resources)

Employees within the HR section attend professional development trainings to stay abreast of the current trends and updates within Human Resources.

(General Services)

Staff rotation has been implemented for weekends and longer than eight hour work days. Requested pay increases for current staffing as incentive for increased work load. Section grew in staff size to meet the increased workload as a result of expansion due to Harvey disaster.

7 Office of Financial Services

With the added volume due to Harvey disaster, the Finance section has hired a staff to manage the Disaster section.

D: Describe any new responsibilities your section assumed this year:

1 Office of Social Services:

(Case Management)

- Implementation of the Eviction Prevention Program pilot to increase referrals from Eviction Court
- Increased availability of homeless prevention funds when received $150k in County ESG Homeless Prevention funds
- Assisted Imelda victims with emergency rental/mortgage assistance
- Began taking calls in call center for rental assistance

(Intake & Emergency Financial Assistance)

Coordination with Harris Health in planning for co-location of CSD services with Harris Health clinics.

(Cemetery/Bereavement)

Tasked with tracking services between two vendors. Service contract has always been awarded to one vendor.

2 Office of Transit Services:

Inter-local agreement for services with the City of Galveston for the provision of ADA Paratransit services in accordance with federal and state regional coordination requirements. Amend current Safety and

Security plan to reflect changes in federal regulatory requirements and transition to a monthly National Transit Database reporting requirement rather than quarterly due to program growth.

3 Housing & Community Development:

Planning & Development:

This year Planning and Development assumed several new programs:

- Harris County Healthy Food Financing Initiative,
- Coordination of the 2020 Census,
- Support to Harris County Housing Policy Committee
- Creation of designated Community Revitalization Areas (CRAs)
- Planning for CDBG-MIT.
- First ever comprehensive affordable housing study

(Grants Management / Public Services / Public Facilities Infrastructure

- OSHA project site inspections and enforcement of OSHA training for DR multi-family contractors and lower tier subcontractors.
- Planning for monitoring the healthy food initiative program projects.

(Housing Programs)

- New program added to division: Disaster Recovery Affordable Housing Preservation Program.
- Supporting the Disaster Recovery (DR) team with assisting Harris County residents with down payment and closing cost assistance for the various DR housing programs.
- Working with HUD Technical Assistance staff to begin the grant close-out process.

(Housing Development and Special Initiatives)

- Harris County Community Land Trust implementation
- Harris County Community Development Entity (CDE) for the purpose of applying for New Market Tax Credits
- Harris County Housing Finance Corporation staffing

4 Housing Resource Center & Outreach & Engagement:

HRC was tasked with managing FEMA Direct Housing as a subcontractor of HGAC. Temporary workers were hired as caseworkers. CSD staff and caseworkers provided long term case management to assist approximately 240 households working toward a permanent housing plan which included the following:

- Identified 197 sites that could be used as possible locations for temporary housing units (MHU/RV)
- Worked with GLO and FEMA in recertifying temporary units of housing (direct leases, manufactured housing units and recreational vehicles)
- Assisted clients with their unmet needs by connecting clients with available agencies and service groups to increase their self-sufficiency and repair their damaged homes

- Performed move out inspections as clients returned to their original dwelling, relocated to other forms of housing or the original dwelling was revoked due to non-compliance of guidelines
- Located housing for applicants that were unable to return to their damaged dwelling
- Prepared monthly trackers for billing purposes and audited mileage requests for reimbursement

Implemented changes to the Affordable Housing Search Tool to make it more user friendly and marketable to landlords

Assisted Disaster Recovery in scheduling and assessing applicants for various programs

Created a new Disaster Recovery Website to keep the public informed of available resources after federally declared disasters

Staffed Local Recovery Centers following local and national disasters.

5 Office of Disaster Recovery:

(Quality Assurance/Quality Control)

Newly created disaster section tasked with providing operational support in the form of vendor contract management, QA/QC of applicant files, interface with the GLO, and tracking and handling complaints and appeals.

(Owner Housing Programs)

Newly created disaster section responsible for implementing the disaster recovery homeowner programs:

- Reimbursement Program – the goal is to assist 500 applicants ($15M)
- Homeowner Assistance Program – the goal is to assist 1,200 applicants ($270M)
- Residential Buyout Program – the goal is to assist 1,530 applicants ($175m)

(Disaster Recovery Rental Case Management)
Program did not assume new responsibilities during this fiscal year planned for program expansion for next fiscal year increase case load by 125 cases.

(Non-Housing/Infrastructure)

- Implementation and monitoring of 29 Planning Studies for a total of $29,850,000.00 (includes: Flood, Health, First Responders Resource studies, and etc.)
- Developing program guidelines, standard operation procedures (sops) and implementation and monitoring of the Commercial Buy-out Program for a total of $12,000,000.00.
- Implementation of the Public Services – Transit project for a total of $3,851,587.00.

6 Administration:

(Executive Director)

In general, leadership, oversight and management of increased staff size, additional office location (DR unit), and continuity of ongoing services. Also, Executive Director designate chair for the Harris County Housing Policy Advisory Committee and the Harris County Community Development Entity.

(Public Information Office)

Disaster Recovery Communication is responsible for more than 80% of the daily work product in addition to ongoing duties prior to the arrival of Harvey funding. Public interest in this allocation of funds for a disaster of national interest has raised the level of the work of CSD by more than 100%.

Additionally, a website content professional has been added and given the responsibility of creating new websites, managing and updating CSD and Project Recovery websites, trouble shooting and maintaining websites as needed.

(Housing Policy Unit)

New division creation. All responsibilities are new.

(HR)

Increased HR duties due to 35% increase in staff size.

(General Services)

Federal procurement for all necessary resources for the disaster program. Provide technical assistance to non-county employees. Inventory tracking of additional equipment due to increased staffing size. Overseeing software developer creating the system of record for handling over a billion dollars of fund distribution.

7 Office of Financial Services

Additional disaster grant reporting; increased volume in invoice processing; increased volume in tracking employee time allocation; increased volume in check writing due to Imelda disaster; increased volume in loan underwriting; increased accounting responsibilities due to the assigned Harris County Finance Corp. daily accounting functions; PeopleSoft trainings and preparedness.

E: Specify any costs your section incurred this or last year that you won't have next year:

1 Office of Social Services:

(Intake & Emergency Financial Assistance)

Disaster Emergency Financial Assistance—unless there is another natural disaster during 2020.

(Case Management)

None

(Cemetery/Bereavement)

Total program costs have increased by approximately $50,000 over last year.

2 Office of Transit Services:

None

3 Housing & Community Development:

Planning & Development:

None

(Grants Management / Public Services / Public Infrastructure)

One time increase for Texans Feeding Texans during current fiscal year is not anticipated for next FY.

(Housing Programs)

None

(Housing Development and Special Initiatives)

None

4 Housing Resource Center & Outreach & Engagement:

Costs association with the FEMA Direct Housing program will no longer be incurred as our contract ended August 25, 2019.

5 Office of Disaster Recovery:

(Owner Housing Programs)

None

(Quality Assurance/Quality Control,

None

(Disaster Recovery Rental Case Management)
None

(Infrastructure)

None

6 Office of the Executive:

(Executive Director)

None

(PIO)

None

(Housing Policy Unit)

None

(HR)

None

(General Services)

None

7 Office of Financial Services:

None

1 Office of Social Services:

Mid-Year and annual performance evaluations, daily monitoring of cases, monitoring case returns to address any deficiencies.

Key measurements for this year and last fiscal year are reported below.

(Case Management)

- Created weekly report to track all spending and case management loads to monitor progress toward spending and caseload goals
- Began mid-year evaluations in addition to annual performance evaluations
- Monitor HMIS data entry on a monthly basis & HMIS Data Quality on a quarterly basis.

    Key measurements for this year and last fiscal year are reported below.

Outcomes / Statistical Measurements	2017-18	2018-19	2019-20
# Assisted with comprehensive case management.	544	533	622
# At Risk of Homeless to Housing Secured through HP	29	295	368
Monitor the number of clients from Homeless to Housed	213	540	643
Average Case Load / Case Manager	54	53	55
Case Managers	10	10	11
Rental Assistance Funds Deployed	$ 532,450	$ 552,450	$ 667,692
Avg Rental Assistance Funds / Client	$ 979	$ 1,036	$ 1,073

(Intake & Emergency Financial Assistance)

Metrics	2018-19	2019-20	2020-21
Clients provided utility assistance	4,726	6,380	7,000
Utility Assistance calls handled by Intake	41,153	56,496	61,000
% of Inquiries delivered services	11.5%	11.3%	11.5%
Funds for Utility Asst. (General & Util. Pvdr)	$ 851,100	$ 1,050,100	$ 1,387,100
Avg Assistance	$ 180	$ 165	$ 198

Cemetery/Bereavement)

Tracking tools used are Caseworthy reports, Case Managers' case summaries and referral rotation of clients to four case managers. The completed process for a client could take anywhere from two weeks to three months depending on the cooperation of the client's next of kin. These methods will remain in place.

Key measurements for this year and last fiscal year are reported below.

	2018-19	2019-20
Cost of Burials	$ 1,049,206	$ 1,300,000
Avg $ / Service	$ 1,104	$ 1,277
Burials (not including VA burials)	150	170
Burials VA	101	98
Cremations	699	750
Total Burials & Cremations	950	1,018
Referrals received	1,332	1,425
Referrals to private resources	560	610

2 Office of Transit Services:

Contractor on time performance measurements for all services; monthly monitoring of ridership trends; call center performance; complaint monitoring and resolution; quality assurance monitoring of services.

Key measurements are revenue miles, revenue hours, passenger boarding's, vehicle breakdowns, vehicle accidents, safety and security incidents and Transit Asset Management.

Key performance measures are reported below.

	Actual	Actual	Actual	Estimated	Planned
Fiscal Year	2016-17	2017-18	2018-19	2019-20	2020-21
Trips Provided	76,078	77,416	86,045	96,661	106,862

Harris County Transit Versus Peer Transit Provider Performance Metrics					
Agency	Cost Per Revenue Mile	Agency	Cost Per Revenue Hour	Agency	Cost per Passenger Mile
HCT	41.85	STAR	$ 0.12	CIRTA	$ 1.37
CIRTA	49.03	PTS	$ 0.12	HCT	$ 3.01
STAR	49.08	CIRTA	$ 0.16	STAR	$ 3.34
PTS	75.24	HCT	$ 0.17	PTS	$ 3.51
Longview	82.89	FBC	$ 0.22	FBC	$ 4.12
FBC	88.23	Roseville	$ 0.49	Longview	$ 5.08
Roseville	106.54	Longview	$ 0.66	Roseville	$ 7.44
E-Tran	134.80	GCT	$ 0.68	GCT	$ 8.46
GCT	153.65	E-Tran	$ 0.79	E-Tran	$ 9.20

3 Housing & Community Development:

In general, for staff performance use of annual performance evaluations, feedback and numerous tracking tools including project timelines, processing timelines, timely spending reports and other tools allow for internal performance tracking.

Planning & Development:

Key measurements shown below.

Task Description	2019	2020
Environmental review process completed and filed with appropriate Agency (HUD, State or FTA)	500	900
Maps produced	625	1000
Plans and Reports Completed (CAPER, other HUD, and State)	25	35
Certifications Issued (Consistency with Con Plan, etc.)	30	35

Community Meetings/Public Hearings/Training Facilitated/Provided	90	200
RFP - applications received and processed	87	58
Technical Assistance Provided	260	175
Grant writing: Applications submitted requesting additional funds includes COC	44	50
Plans and Reports Completed (AAP, Amendments, other HUD, and State)	61	65

(Grants Management / Public Services / Public Infrastructure)

Track number of monitoring visits, technical assistance visits, DBRA site visits, HUD reports, CDBG annual timeliness, sub-recipient orientations and kick off meetings.

Grants Management/Public Services/Public Infrastructure	2018-2019	2019-2020	2020-2021
Agreements drafted and executed	52	62	47
Monitoring visites	164	201	210
Technical assistance provided	62	69	84
Plans and reports completed (APR, State and Other HUD	10	11	11
Tranings facilitated / provided	2	4	7

(Housing Programs)

Various internal and external reports are used to track and measure performance. Below are some key performance stats.

HCIS	2018-2019	2019-2020	2020-2021
DAP Inspections	29	72	96
MF Inspections	2,427	1,437	1,916
Rehab/LBP Inspections	460	357	476
Disaster Recovery Inspections	-	19	25
Minor/Major Home Repair	30	37	50
Total Inspections Performed	2,946	1,922	2,563

Lending

For purposes in streamlining the DAP closing process we worked with the Auditors and Treasurers' Offices in the elimination of hard check requests and replace this process with the use ACH transfers for property closings. Below are some key performance measures.

Lending	2018-2019	2019-2020	2020-2021
Prepare and Process Release of Liens	60	60	74
Contracts prepared	55	60	75
Training Facilitated/Provided	34	50	30
DAP Assistance	24	50	50

Neighborhood Stabilization Program

Tools utilized for internal tracking includes, HUD's Disaster Grant Reporting System (DRGR) and excel spreadsheets. Weekly staff update meetings are held. Below are some key performance measures.

	2018-2019	2019-2020	2010-2021
NSP			
NSP Acquisitions Completed	6	3	5
NSP Dispositions Completed	5	7	5

(Housing Development and Special Initiatives)

Track number of monitoring visits, technical assistance visits, contracts drafted and executed, project milestones and grant fund expenditure timeliness, and kick off meetings.

4 Housing Resources & Outreach:

The following tools are used to track and measure internal performance:

Weekly Resource and Housing Navigator forms are used to track callers and identify the resources or needs provided. This information is maintained for annual reporting for the CAPER, and to measure staff's workload. Stats from internal systems such as the Avaya phone system assist in tracking incoming and outgoing calls made by each user. All outreach events are maintained in a spreadsheet along with an estimated amount of attendees to track the amount of outreach materials distributed and the number of individuals assisted.

Key measurements are show below:

Housing Resource Center / Engagement & Outreach Performance Statistics

	2017-18	2018-19	2019-20	2020-21 Projected
HCRC Website	701,111	703,913	722,335	939,035
Social Media Outreach	No Data	1,940,000	1,975,336	2,567,936
Referrals to Various Programs	48,620	234,637	535,000	695,500
Brochures/Flyers Distributed	7,850	22,700	37,500	48,750
Searches	111,970	368,908	525,972	683,763

5 Office of Disaster Recovery:

(Quality Assurance/Quality Control)

Weekly meetings and reports of QA/QC files reviewed. As applicant files are submitted for review the daily QA/QC workload can vary between 2 to 5 per staff.

- 72 applicant files have been reviewed and 30 have been submitted to GLO.

Vendor contract monitoring
Weekly meetings, and weekly and monthly vendor reports of activities and accomplishments
Invoice review tools to assess performance against contract scope of work

- 3 vendor contracts are being monitored

Complaints and Appeals
Complaints and Appeals log and tracking report

- 44 Complaints
- 1 Appeal

(Owner Housing Programs)
This is a newly created section, there are no key measurements for last fiscal year available.

- Weekly reports of applicant files status
- Monthly reports of applicant files status
- As of October 24, 2019, 343 applicant files are in eligibility review. Each eligibility staff is assigned approximately 20 applicant files and the daily staff workload can vary between 2 to 5 applicant files per staff.

(Disaster Recovery Rental Case Management)
- Tracking caseloads and successfully case closures (exits to permanent sustainable housing)
- See key metrics in Section B.

(Non-Housing/Infrastructure)

- Staff utilizes a project status update report that is updated weekly.
- A timeliness report is used to track expenditures.
- Each staff is responsible for a project workload comprised of 18 to 25 projects.

6 Administration:

(Executive Director)

Monthly Coordination Meetings and Reports, Federal/State Response Tracking Log, Monthly Budget Management Reports and Department Wide Project Tracking Tool are used to inform Department Executive Management on operations, key deadlines and milestone tracking.

Metrics Tracked:

Federal State/Responses Log: Responses with 30 days, or as required by federal/state partner.

Project Tracking Tool: Project completeness based on established timeline; number of days over/under deadline.

 (Public Information Office)

This fiscal year-to-date the PIO and staff attended over 62 gatherings, events and community meetings and was responsible for the complete revision of the Community Services website (which contains all of the department's public notices, action plans, and reports. The PIO is responsible for maintaining information, current events, and other notices to the public on CSD's "Project Recovery" website – which is instrumental in providing the public on recovery programs available.

(Housing Policy Unit)

No data collected to date. Staffing in progress.

(HR)

Various tracking tools are utilized such as bi-weekly tasks summaries, county vehicle fuel usage spreadsheets and department training and travel tracking.

The human resources section is updating the department's entire inventory of position descriptions while working with the County Human Resources office in completing a comprehensive position and pay study. This unit will also update internal evaluation tools for assessing employee training and staffing needs and promote healthy actions and habits in the work environment.

(General Services)

In January, 2019, CSD staff, and some vendors, have begun using a newly implemented help desk system for equipment issues and requests. Analytics are performed to show workload of site and issues. The number of requests have increased anywhere between 15% and 50% each month.

7 Office of Financial Services:

Sections within the Office of Financial Services are deadline driven. Grant reporting is driven by grantor due dates. Grant reporting for grantees are due date driven also. HUD grant reporting system has various reports to assist in timeliness monitoring. The section also utilize excel spreadsheets to track and monitor incoming and outgoing invoices, request for payments, sub-recipient monitoring visits, check writing, deposits, interactions with the county auditor's office, creation of general ledger keys, journal entries and grant draws. Weekly meetings are held to receive workload status.

Key measurements are shown below;

Disaster Recovery - Accounting

	Actuals		Projected
Metics	**FY2019**	**FY2020**	**FY2021**
Number of Infrastructure Projects	13	26	59
Number of invoices Paid	170	510	5400
Number Draws Submitted	0	42	3600

Grant & Transit Accounting

Metics	**FY2019**		**FY2021**
Contracts Accounted for	212	215	219
Number of Invoices / Drawdowns	1326	1394	1361
Grant Financial Reports Processed	240	271	271

Monitoring and Reporting

	Actuals		Projected
Metics	**FY2019**	**FY2020**	**FY2021**
Monitoring Visits	65	61	75
RFP Application Reviews	36	77	89
Project Underwriting/Analysis	5	40	45
Housing Contractors Reviews	5	15	15

G: Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year:

1 Office of Social Services:

(Case Management)

- Social Services Case Management works within a community-wide system through the Houston / Harris County/ Fort Bend & Montgomery County Continuum of Care (CoC) and utilizes Homeless Management Information System (HMIS) measures to gage success of programs and performance compared to peer organizations.
- Performance measures are tracked for all grants on a monthly basis to assure yearly goals (both spending & #HH assisted) are met.
- Follow up calls are made 30, 60 & 90 day to clients to determine if they are still housed.
- Last year almost 300 people were served in our RRH and PSH case management programs; this year over 300 clients are projected to be served. With the addition of County ESG HP funding

more than 500 clients will be served in the homeless prevention programs, almost 100 clients over last years' number served.

- Audit and monitoring reports by funding agencies provide measures of performance.

(Intake & Emergency Financial Assistance)

No external performance measures currently used to evaluate program operations.

(Cemetery/Bereavement)

Vendor's case summary is provided daily and is used to track clients' status. Periodic review of standards and practices utilized by other urban counties in Texas.

2 Office of Transit Services:

Annual customer surveys, annual comparative National Transit Database statistics and third-party monitoring of all services. Triennial reviews which occur every three years by federal oversight agency provides external feedback on performance and compliance with federal statutes and regulations**.**

3 Housing & Community Development:

In general external performance is reviewed and measured based on the outcome of monitoring and audit reports issued by Federal and State oversight agencies and through the County's Single Audit process, the outcome measures identified in the Consolidated Annual Performance and Evaluation Report (CAPER) submitted to and reviewed by the U.S. Department of Housing and Urban Development (HUD); and the Annual Community Assessment Letter issued by HUD based on its review of the CAPER.

(Planning & Development)

HUD directs jurisdictions to develop a Consolidated Annual Performance and Evaluation Report (CAPER) to track the use and timely expenditure of HUD funding during that program year. The CAPER document can be found on the HCCSD website at https://csd.harriscountytx.gov/Pages/CAPER.aspx.

(Grants Management / Public Services / Public Infrastructure)

Quality of compliance and oversight is measured externally by HUD and the County Single Audit process which selectively reviews Department's compliance activities with subrecipient oversight. Additionally during this fiscal year, collected approximately $20,000 in restitution for construction workers from contractors for various Davis Bacon & Related Acts and Labor Standards violations.

(Housing Programs)

Perform monthly workshops with feedback from participating partners as well as participate in outreach to the public. DAP and HAP application increased due to outreach efforts.

For purposes in streamlining the DAP closing process the Housing Program Section worked with the Auditors and Treasury Offices in the elimination of check requests and the implementation of using ACH transmission for closing.

Lending Services

Perform monthly workshops with feedback from participating partners as well as participate in outreach to public DAP and HAP application increased due to outreach efforts.

Neighborhood Stabilization Program

The NSP section participates in ongoing housing fairs and overall department outreach, etc. Quarterly Performance Reports (QPRs) submitted to HUD through the Disaster Recovery and Grant Reporting (DRGR) system.

(Housing Development and Special Initiatives)

The success of housing development is measured externally by the successful and ongoing sustainability of programs and units of affordable housing developed. Such projects are monitored up to 20 years which provides feedback and measurement of success. Lease up schedules and timely construction as well as feedback from the community and other housing stakeholders are key external measurements by which housing development is reviewed.

4 Housing Resource Center & Outreach & Engagement

The following external tools are used to track programs and services:

For statistical tracking, Google Analytics is used to identify website trends for the Housing and Community Resource Center and Disaster Recovery sites. Stats from social media sites are reviewed to identify the number of people reached.

For the Affordable Housing Search Tool, stats are reviewed weekly to identify the number of countable searches performed, the number of landlords listed, available units, and types of searches that yield no results. A monthly report is reviewed regarding the users from The Way Home Program and the number of landlords that are working with the clients with barriers.

5 Office of Disaster Recovery:

Benchmarking performance when compared with the City of Houston DR programs and Texas General Land Office operations to assess outcome and pace of progress. Audits and program monitoring results by oversight agencies are other external feedback on program performance.

(Quality Assurance/ Quality Control)

External performance include responsiveness to Requests for Information (RFIs) from the Texas General Land on project submissions, vendor performance and oversight to ensure performance, and complaint and appeal closures and metrics. For example, lack of closure of complaints in a timely manner or uptick in complaints provides external feedback in program performance and follow-up.

(DR- Owner Housing Programs)

 GLO Monthly Data Reports for the disaster recovery owner housing programs. Customer and applicant feedback and complaints/appeals logs also service as external feedback on performance.

(Disaster Recovery Rental Case Management)

GLO Monthly Data Reports and feedback from program participants, external stakeholders including landlords provide external data for program performance.

(DR-Infrastructure)

- GLO Monthly Status Reports for the 2015, 2016, and 2017 Floods grant allocation.
- Quarterly GLO Reports for the Ike Round 2 and 2.2 grant allocation.

6 Administration:

(Executive Director)

No specific external measures currently tracked beyond other measures being tracked within program operations; but research conducted on best practices and with peer agencies and housing and community national organizations to gain insight into operational efficiencies and systems.

(Public Information Office)

No specific external measures other than feedback with public information activities and responses to social media and other communication platforms.

(Housing Policy Unit)

Not applicable for this fiscal year. External progress can be monitored via feedback by Advisory Policy Committee members, as well as public comment on policy adoption.

(HR)

Not Applicable

(General Services)

Due to all the public outreaches, town hall events, and public meetings we have been able to make available the ability for CSD staff to connect their devices to our network, scan and/or print documents for the public during events. Such connectivity has allowed teams to work more efficiently in the field to meet the public purpose of the department's operations.

7 Office of Financial Services:

The Office of Financial Services (OFS) produce the deliverables for all CSD sections such as check writing or grant reporting. Loan underwriting is a key determinate in whether or not gap funding is required for specific projects. The success of each section intertwine with the success of the OFS.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 289 - Community Services

FY19/20 General Fund - Original Adopted Budget:	$10,072,000
Court Ordered Funding for Housing Policy Development Function	$201,834
Transfer of Veteran Service Officer (VSO) & Related Budget	-$412,161
FY19/20 General Fund -Final Amended Budget:	**$9,861,673**
Rollover Budget Received in FY19/20:	$584,434
One time allocation of general funds for 2020 Census	$3,000,000

Total General Funds Requested (FY 20/21): $ 12,390,569

List and Describe the Functions/Services Provided By Your Department	Estimated Annual General Fund Cost (FY19/20)	Estimated Annual General Fund Cost (FY20/21)	Other Funding Sources Used in Program (FY 19/20)	Est. Other Funding Sources Used in Program (FY 20/21)	Total Cost (General Fund Plus Other Funds) PY 20/21	% of General Fund Leveraging for Program / Function (FY 19/20)	% of General Fund Leveraging for Program / Function (FY 20/21)	Potential Net increase in "Other Sources" with added General Funds	Requested # of Additional General Fund FTEs to Fund	Requested # of Additional Grant Funded FTEs	Total Additional General Funds Requested	% Change in General Funds	Funding Request Priority Rank	Justification Sheet Required?*
Department Summary Totals	$ 9,861,673	$ 12,390,569	$ 39,804,346	$ 408,387,560	$ 420,778,129	19.9%	2.9%	$ 245,771,817	21.5		$ 2,528,896	25.6%		
1 Office of Social Services														
Case Management	213,993	330,072	1,996,413	1,987,580	2,317,652	9.7%	14.2%	(8,833)	2	0	**116,079**	54.2%	6	Yes
Intake, Eligibility & Financial Assistance	1,525,676	2,383,711	721,239	587,100	2,970,811	67.9%	80.2%	(134,139)	12	0	**858,034**	56.2%	2	Yes
Cemetary Services	293,454	293,454	-	-	293,454	100.0%	100.0%	-	0	0	**(0)**	0.0%		
Bereavement	1,943,753	1,943,753	-	-	1,943,753	100.0%	100.0%	-	0	0	**(0)**	0.0%		
Social Svs Administration & Management	675,168	640,458	9,799	7,375	647,833	100.0%	100.0%	(2,424)	0	0	**(34,710)**	-5.1%		
Totals for Social Services	**4,652,044**	**5,591,447**	**2,727,451**	**2,582,055**	**8,173,503**	**63.0%**	**68.4%**	**(145,396)**	**14**	**0**	**939,403**	**20.2%**	**6 & 2**	**Yes**
2 Office of Transit Services														
Transit Services -Bus Routes and Park & Ride - Regional Mobility	174,912	257,024	5,045,562	6,394,001	6,651,025	3.4%	3.9%	1,348,439	0	0	**82,113**	46.9%		Yes
Harris County RIDES program - Demand Rides for Elderly, Disabled/Disadvantaged	280,932	311,074	3,452,906	3,642,481	3,953,555	7.5%	7.9%	189,575	0	0	**30,142**	10.7%		Yes
Non-Emergency Medical Transportation for Elderly & Disabled	104,722	127,735	454,111	452,118	579,853	18.7%	22.0%	(1,993)	0.5	0.5	**23,013**	22.0%		Yes
Transit Planning, Administration & Non-operating	245,482	229,968	630,898	737,288	967,256	28.0%	23.8%	106,390	0	0	**(15,515)**	-6.3%		
Totals for Transit Services	**806,048**	**925,801**	**9,583,477**	**11,225,887**	**12,151,689**	**7.8%**	**7.6%**	**1,642,411**	**0.5**	**0.5**	**119,753**	**14.9%**	**3**	**Yes**
3 Office of Housing & Community Development														
Planning & Development	90,916	75,938	2,128,522	12,754,655	12,830,592	4.1%	0.6%	10,626,133	0	0	**(14,979)**	-16.5%		
Grants Management -(Public Svs, Pub Infr, Affd Hsg. & Sec 3)	680,455	690,000	10,885,102	10,898,169	11,588,169	5.9%	6.0%	13,067	0	0	**9,545**	1.4%		
Housing Programs (HCIS, Hsg Preservation, DAP)	178,915	193,336	4,258,167	10,841,396	11,034,732	4.0%	1.8%	6,583,229	0	5	**14,421**	8.1%		
Public Service Pass Through (Coalition & Meals on Wheels)	232,930	124,675			124,675	100.0%	100.0%	-			**(108,255)**	-46.5%		
Hsg. Dev & Special Initiatives (Single & Multi-Fam Dev)	41,222	18,861	408,111	123,236,281	123,255,142	10.1%	0.0%	18,861	0	1	**(22,361)**	-54.2%		
Total - Hsg & Community Development	**1,224,438**	**1,102,810**	**17,679,902**	**157,730,500**	**158,833,310**	**6.5%**	**0.7%**	**17,241,290**	**0**	**5**	**(121,628)**	**-9.9%**		
4 Disaster Recovery														
Dr Exec/Admin	10,269	-	529,487	806,987	806,987	1.9%	0.0%	277,500	0	0	**(10,269)**	-100.0%		
Quality Assurance & Control	-	-	-	1,687,105	1,687,105	N/A	0.0%	1,687,105	0	5	**-**			
Housing (Reimb., Buyout, HAP)	-	-	2,431,200	210,619,591	210,619,591	0.0%	0.0%	208,188,392	0	10	**-**			
Non-Housing / Infrastructure (MOD & Competitive)	-	-	1,322,353	18,411,931	18,411,931	0.0%	0.0%	17,089,578	0	4	**-**			
Total - Disaster Recovery	**10,269**	**-**	**4,319,999**	**231,525,614**	**231,525,614**	**0.2%**	**0.0%**	**227,205,616**	**0**	**19**	**(10,269)**	**100.0%**		
5 Outreach & Engagement / Housing and Community Resource Center	**26,179**	**1,191,629**	**996,032**	**11,340**	**1,202,969**	**2.6%**	**99.1%**	**(984,692)**	**5**	**0**	**1,165,450**	**4451.8%**	**1**	**Yes**
6 Administration														
CSD Executive Director & CPO	81,525	81,080	542,875	554,646	635,726	13.1%	12.8%	11,772	0	0	**(445)**	-0.5%		
Policy & Communications (PIO & Housing Policy Advisor)	278,132	383,477	282,889	323,846	707,324	49.6%	54.2%	40,957	1	1	**105,345**	37.9%	4	Yes

	List and Describe the Functions/Services Provided By Your Department	Estimated Annual General Fund Cost (FY19/20)	Estimated Annual General Fund Cost (FY20/21)	Other Funding Sources Used in Program (FY 19/20)	Est. Other Funding Sources Used in Program (FY 20/21)	Total Cost (General Fund Plus Other Funds) PY 20/21	% of General Fund Leveraging for Program / Function (FY 19/20)	% of General Fund Leveraging for Program / Function (FY 20/21)	Potential Net increase in "Other Sources" with added General Funds	Requested # of Additional General Fund FTEs to Fund	Requested # of Additional Grant Funded FTEs	Total Additional General Funds Requested	% Change in General Funds	Funding Request Priority Rank	Justification Sheet Required?*
	Human Resources	278,380	278,380	330,142	408,027	686,407	45.7%	40.6%	77,885	0	0	(0)	0.0%		
	Gen. Services (Logistics, records, IT and equipment support)	1,009,785	1,085,761	848,409	1,510,415	2,596,176	54%	41.8%	662,006	1	2	75,976	7.5%	7	Yes
	Staffing - funding for results of pay equalizations study by Bud Mngt.		257,400			257,400			-			257,400		5	Yes
	Total Administration	1,647,822	2,086,097	2,004,315	2,796,935	4,883,033	45.1%	42.7%	792,620	2	3	438,275	26.6%	4,5 & 7	Yes
7	Office of Financial Services	1,494,873	1,492,784	2,493,171	2,515,228	4,008,012	37.5%	37.2%	19,969	0	3	(2,088)	-0.1%		
	Department-Estimated Totals	$ 9,861,673	$ 12,390,569	$ 39,804,346	$ 408,387,560	$ 420,778,129	20%	3%	$ 245,771,817	21.50	31.50	2,528,896	25.6%		

Form #3: Budget Expansion Justification Sheet

Department: **COMMUNITY SERVICES DEPARTMENT**

Functional Area: **Outreach and Engagement/Housing and Community Resource Center (HCRC)**
Dept. Funding Priority #: **1**

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)		1,040,548
Other Recurring Costs		124,902
Total Request	$	**1,165,450**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

The Outreach and Engagement/ Housing and Community Resource Center (HCRC) unit's goal is to assist in improving the quality of life for Harris County residents by providing resources to meet their needs and bridge the communication gap that exists between various non-profits and government entities. Each of our resource navigators work with approximately 55 individuals a day as they respond to their unmet needs regarding food, clothing, financial assistance, shelters, legal services, housing, fair housing, and disaster recovery. Harris County's population of 4.7 million covering approximately 1,778 sq. miles continues to grow. The demand for services in the community is greater.

In addition, many residents have been severely impacted by the six presidentially declared disasters that have occurred within the last ten (10) years. The impact of these disasters have been devastating to the local residents which increases the need for this section to become more agile and proactive when called upon mobilize and to respond to the urgent needs at disaster recovery centers (DRCs). Using Tropical Storm Imelda as an example, this unit abandoned its normal resource navigation duties and began staffing Local Recovery Centers (LRCs) where citizens could immediately begin accessing assistance and navigation support in finding assistance for utilities, rents, food and support for persons in immediate need. The unit has concluded that 5 additional positions will make this unit have a broader span of assistance in the community and will allow for adequate staffing in during times of disaster recovery and while maintaining continuity of outreach and navigational services; simultaneously.

A second almost equal challenge is finding permanent funding and removing the department's reliance on the use of Tax Generated Affordable Housing Funds so that the remaining TIRZ funds can be utilized for constructing new affordable housing stock instead of staffing and operational costs. In the past, the department has utilized approximately $828k for staffing and the cost of operations and the affordable housing search tool. This particular funding source is almost fully exhausted and without another source of funding this program will be severely reduced.

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

As already stated, the unit currently has 9 positions of which 8 were funded last year. All of these position's salaries and related operating costs are paid entirely from TIRZ Generated Affordable Housing Funds at a cost of $828,000. CSD would like to hire 4 Resource Navigators to staff satellite offices to accompany the planned the Eligibility Specialists from the Office of Social Services. The Resource Navigators will be trained to address the unmet needs and provide resources especially when clients do not meet the criteria for financial assistance. Having the Resource Navigators at the satellite locations will allow us the opportunity to serve more Harris County residents especially in areas that are underserved by our team. We also want to hire 1 Outreach Coordinator to assist with postings on Social Media and responding to clients via Social Media and internal emails as well as networking with various agencies to stay abreast of changes. The timeline is as follows:

March 2-13, 2020	List 6 new positions for hire (5 Resource Navigators (RN) and 1 Outreach Coordinator). 1 Bilingual RN at Lantern Point 4 RNs at Satellite Office Interview and Hire
March 16-27, 2020	Train new hires
March 30, 2020	4 Navigators began new positions at satellite locations (2 Bilingual) 1 Bilingual Navigator to be located at Lantern Point 1 Outreach Coordinator at Lantern Point

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

The expected outcome is to serve more people and reach those that are unaware of the resources in the community.

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

Telecomm log reports shows an increase in calls but also identifies calls that as many as 20% are abandoned due to limited staff. Callers also indicated they have had to either hold for long periods of time or call back numerous times to obtain assistance. This is due to staff shortage and reallocation of staff being assigned to work local disasters and/or perform outreach.

D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

Internal data will allow us to analyze incoming calls to determine wait time and/or abandonment. Statistical data from Resource Navigators daily reports will allow us to determine the number of people served for each office/ per resource navigator

E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?

Results displaying the outcome can be presented in an annual report

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Outreach Coordinator	**$47,500**	**26 pay periods**
Resource Navigator (Bilingual)	**$43,000**	**26 pay periods**
Resource Navigator (Bilingual)	**$43,000**	**26 pay periods**
Resource Navigator (Bilingual)	**$43,000**	**26 pay periods**
Resource Navigator	**$43,000**	**26 pay periods**
Resource Navigator	**$43,000**	**26 pay periods**

Plus the existing positions 9 in the unit.

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Two office spaces will be needed at the Lantern Point location. The other positions will be located within expanded satellite offices tentatively being planned with Harris Health.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **COMMUNITY SERVICES DEPARTMENT**

Functional Area: **OFFICE OF SOCIAL SERVICES – Financial Assistance & Intake Services**
Dept. Funding Priority #:   **2**

Funding Request*:

Start-Up Costs (One-time)	$	33,545
Cost of Positions (Recurring)		752,757
Other Recurring Costs		71,732
Total Request	**$**	**858,034**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Expanding Emergency Financial Assistance Eligibility Staff in order to ensure adequate access to services geographically throughout the county for the county's growing population. Currently there are large segments of populations that are not close enough in proximity to reasonably access services. This is not a result of Hurricane Harvey or other events, but rather an effort better serve the community's unmet needs by co-locating support services in in collaboration with Harris Health. Statistics show that almost 88% of all persons making calls for services are not seen by eligibility specialists. It has been noted that one of the major causes/barriers to serving potential clients in need is the placement and number of locations available to seek and secure services.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Allow the Office of Social Services to expand services and provide additional utility assistance throughout Harris County through collaboration with Harris Health. This will allow us to provide emergency assistance to sections of the county that has high populations estimated to have low to moderate incomes. In working with Harris Health we expect to identify 4 locations capable of accommodating 8 additional emergency assistance eligibility staff at the start of the next fiscal year along with 2 additional eligibility specialist at the Jensen Office location.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
We are utilizing the American Community Survey 2011-2015 5 Year HUD estimates of Low-to Moderate Income Individuals as a means of identifying target areas throughout Harris County
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will use our current database CaseWorthy to provide daily/monthly/yearly statistics on the viability of each location.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Annual services and outcomes report, or as requested.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Eligibility Specialist (10) new positions FTE 26 pay periods each at $41,475 for 26 pay periods Intake Staff (2) new positions FTE 26 pay periods each at $31,200 for 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Office space will be provided through satellite office expansion via partnership with Harris Health.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Community Services Department**

Functional Area: **Office of Transit Services – RIDEs, Non-Emergency Medical Transportation, Bus Routes, Park & Ride, and related capital projects**

Dept. Funding Priority #:   3

Funding Request*:

Start-Up Costs (One-time)	$	31,500
Cost of Positions (Recurring)		33,107
Other Recurring Costs		45,146
Total Request	$	**119,753**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Transit services division plans on adding 5 new Bus Routes including Crosby Highland McNair, Cloverleaf, Baytown Sheldon, Sheldon West and Channelview. As part of establishing the routes, the division must install bus stop signs & poles, ADA sidewalks & shelters. In order to meet matching funds requirements, almost all of the costs of increased services would be covered by CDBG-DR funding, however $119,753 in general funds is needed to cover certain global costs such as the cost of ADA paratransit trips or costs that are not covered by community partners or CDBG-DR funds. Those costs include: 1) one-time cost of $31,500 in general funds for the signage and poles, and 2) $88,253 to cover the combined 50% matching share ($33,107) of one FTE (intake specialist shown below) and 3) the ongoing operating costs ($55,146) associated with the deployment of a mobile ticketing app designed to improve passenger experience by allowing passenger's use their cell phones for the purchase of bus fares and ability to visualize the location of their bus and plan their routes, pickup and stops.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Provide and deploy local general funds as leverage in order to access an additional $1.348 million in federal funds.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Metro does not currently provide transportation options to these areas and a high demand for services exist in the areas targeted for the expanded services, plus ridership for all programs has increased year over year for each of the programs.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Ridership volumes, revenue Miles, % and cost of general fund leverage associated with revenue miles
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
FTA reporting, annual reporting to commissioners' court and reports upon request.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Intake Specialist @ 50% General Funds & 50% FTA Funds - $43,014 x's 50% = 21,507 plus 11,600 related benefit cost for a total of: $33,107
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Already Exists at Lantern Point Offices

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Community Services Department**
Functional Area: **Executive – Public Information Officer**
Dept. Funding Priority #: **4**

Funding Request*:

Start-Up Costs (One-time)	$	*Enter cost*
Cost of Positions (Recurring)		93,809
Other Recurring Costs		13,177
Total Request	$	**106,986**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.

The historic nature of Hurricane Harvey and the subsequent acceptance of $1 Billion in recovery funds by CSD has brought unprecedented public attention to the Community Services Department on both a local, and national level. The Public Information section of the Executive Director's office is currently operating with one trained communications professional and two ancillary staff individuals. Harris County has always been a much lower profile entity than the City of Houston, though each has received a similar amount of funds making CSD's communications capabilities a small fraction of the messaging relative to recovery efforts relative those the City possesses. Furthermore, while CSD was not a part of the Multi-Agency Gap Analysis, CSD has gaps in communicating with the public as identify in the July 29 report, in its ability to meet the public needs with information transparency and timely sharing of information; primarily due to a lack of staffing capacity in the public information office. In short, as Community Services programs and projects have expanded – so must the communications efforts. Currently the Public Information Office has 3 employees (the PIO, a communications specialist and an administrative support position).

B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.

PIO -Add to additional communications specialist whose assignments provide communication support for areas currently not provided sufficient communications support

Staff Addition Timeline:
March 15, 2020 Communications Specialist - Content Writer/Editor/Website/Newsletters/Annual Report
April 1, 2020 Communications Specialist - Graphic Artist/Writer/Social Media Specialist

Current Staff:
Assistant Director (PIO) – Press Relations/Media Relations Specialist
Website Designer/Updater/Creator
Communications Specialist: Support/Internal Newsletter

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Expected Outcomes and Task Deadlines:
March 1st, 2020: Complete Website for HC Housing Finance Corporation, with ongoing updates and content management for all other CSD websites.
March 1, 2020: Have plan in place for Communication Team
April 15, 2020: Video training tapes for clarification of application process
April 30, 2020: Produce first in-house newsletter/CDBG Week/ Target audience: CSD Staff, Harris County Elected Officials, HUD
May 1, 2020: Project Recovery Update Newsletter
May 15, 2020: Complete Training Videos
June 1, 2020: Media Update on Program Status (Press Release/and/or Newsletter)
September 1, 2020: Annual Report
October 1, 2020: Video Testimonials for Blog posts/PSA's etc.
November 15, 2020: Second in-house newsletter/ Target Audience: CSD Staff, Harris County Elected Officials, HUD

C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.

With the addition of the positions, the expectation is increased communication both internal and external with more timely and comprehensive reporting of program services with the ultimate goal of higher frequency of each major programs service delivery.

D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

1.   **Production of program specific newsletters, increase outreach to media outlets, measurement of social media feedback and activity.**
1.   **Continuity of quality general support of programs and staff.**

E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?

Annual report to court for all programs and the PIO office efforts and activities

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

PIO –
Two (2) Communications Specialist @ $65,000 each; both allocating about 50% of their time to Grant Funds (Cost to general funds would approximate $93,810 for the positions); 26 pay periods.

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Space currently exists at Lantern Point Offices.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **COMMUNITY SERVICES DEPARTMENT**

Functional Area: Department - Wide
Dept. Funding Priority #:   5

Funding Request*:

Start-Up Costs (One-time)	$	*Enter cost*
Cost of Positions (Recurring)		257,400
Other Recurring Costs		
Total Request	$	**257,400**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Over the past 17 years, the Community Services Department has grown from around 80 employees to 294.   For the past 12 months, management has been reviewing and evaluating the outcomes and effectiveness of its programs and personnel carrying out the programs. Preliminarily, management believes that from a personnel standpoint the department is no longer competitive in the Houston/Harris County MSA for like-kind positions and professions relative to the State and Federal Government and the private sector making it difficult to attract and retain staffing in communications, social services, general support, accounting and contract management capacities.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The transitional period from the previous leadership to the new opens a window of opportunity to evaluate and study each of the positions within the wide-ranging umbrella of professions at CSD. As such, CSD is working with the County Budget Office Human Resources on compensation study of staffing for each functional area to include level of needed skills, rates of pay for each position and instituting a rational approach to attracting and retaining quality staff in the deployment and delivery of its programs. We also anticipate that the study will take approximately 6 months to complete. Once completed (hopefully by mid-fiscal year) the department would return to court with the study's finding and request permission to implement any changes recommended and potentially provide "equalization" adjustments (limited to 5% impact on the general fund salaries & benefits for the remainder of the year fiscal year – or approximately 6 months). Since only 35% of CSD's total salaries are allocated to the general fund, a mid-year impact would amount to around approximately $257K and a full year would amount to $514K- if the equalization impact were limited to the aforementioned 5%. The remainder of the annual cost for grant funded staff would be approximately $970K – and would be fully recovered under existing grant funds.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
A study would support any conclusions or recommended actions.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Any findings or outcomes would be shared with the Court and staffing plans, adjustments and evaluations would be presented for approval. We believe that making the necessary changes would improve retention rates and make CSD a more attractive employment option for quality persons looking for a career in local government and its programs.

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?	
A study would support any conclusions or recommended actions.	
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.	
13 pay periods next year and 26 recurring thereafter.	
G) Is additional office space needed or will existing space need to be built-out for requested new positions?	
N/A	

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **COMMUNITY SERVICES DEPARTMENT**

Functional Area: Social Services – Case Management – Homeless Prevention
Dept. Funding Priority #:   6

Funding Request*:

Start-Up Costs (One-time)	$	*Enter cost*
Cost of Positions (Recurring)		116,079
Other Recurring Costs		
Total Request	$	**116,079**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Rapid Re-Housing Program – Currently the case load for Case managers have reached a load of approximately 25+ case per case manager (the maximum recommended limit for case managers engaged in this program).
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The funding will be used for improving the quality of our RRH program services, particularly in assisting clients with the highest barriers. Insufficient staffing hampers our ability to spend our homeless prevention funding and in serving our clients more effectively and efficiently.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Given the increases in caseloads for this unit, this units caseloads will exceed industry standards and exceed normal caseloads per case worker, **The Health Care for Homeless Coalition, SAMHSA and many RRH programs around the country recommend the following major models of Case Management that have emerged in recent decades:** **–Standard case management (SCM) focuses on coordination of services over a time-limited period. The case manager has an average caseload of 35 clients** **–Critical time intervention (CTI) involves moderate-intensity client contact with a focus on continuity of care for homeless persons at critical transitions in their lives. The services are time limited and involve service provision and coordination. The case manager has an average caseload of 25 clients. CTI is an evidence based practice and proven effective for these type programs.** **–Intensive case management (ICM) involves more intensive and ongoing services with more frequent client contact that is directed toward individuals with the greatest needs. The case manager should have an average caseload of 15 clients**   **Citation:** https://www.ebscohost.com/assets-sample-content/NRCP-Case-Management-Homeless-Persons-.pdf
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Any findings or outcomes would be shared with the Court and staffing plans, adjustments and evaluations would be presented for approval. We believe that making the necessary changes would improve retention rates and make CSD a more attractive employment option for quality persons looking for a career in local government and its programs.

E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?

A report on performance and caseload could be provided to court regarding conclusions, caseloads, increased outcomes or recommended actions.

F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

24 Pay periods in first year, and 26 pay periods in subsequent years.

2 Case Managers @ $58,039 each – which includes benefit costs; Total for 2020-21: $116,079

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

N/A

Form #3: Budget Expansion Justification Sheet

Department: **Community Services Department**

Functional Area: **Executive –and General Services**

Dept. Funding Priority #:   **7**

Funding Request*:

Start-Up Costs (One-time)	$	*Enter cost*
Cost of Positions (Recurring)		65,280
Other Recurring Costs		10,696
Total Request	$	**75,976**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Also under the umbrella of the Executive Director's office is the General Services unit. This unit provides logistical support for Point of Distribution operations, Disaster Recovery Centers, events as well as other technical support in communications (video & audio), technical p.c. assistance, IT support as it interfaces with US personnel, ongoing fixed asset tracking, asset maintenance, and procurement support for another 285 + employees within CSD. Additionally, this unit works closely with management and auditors to ensure the CSD's disaster recovery system of record is in compliance and the integrity of data is properly maintained by managing operational vendor contracts, requests and expectations in an effort to facilitate efficient teamwork in the future. As the department has grown, so does the demand for general support services by employees of the department.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Hire and locate staff at each of CSD's office locations
C)   Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
User request for service logs. Approximately 200 requests for support per week. Need for onsite file management at Disaster Recovery office.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Continuity of quality general support of programs and staff.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Annual report on service requests
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

General Services – Staffing cost of $65,280 (1 FTE)
1 – Federal Procurement Specialist - $55K/year (allocated 60% to federal administrative procurement efforts and contract management)
1 – File Clerk - $38K/year (assigned entirely to Grant funded programs)
1 – Admin Assistant - $37K/year 80% grant, 20% general fund

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

Space currently exists at applicable CSD locations.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Harris County Community Services Department
FY 2020-21 Budget Hearing Presentation
December 16, 2019

OBJECTIVES OF BUDGET HEARING PRESENTATION HANDOUT

This presentation attempts to inform stakeholders with an understanding of the Harris County Community Services Department's mission, its role in identifying appropriate programs and services, the metrics used to determine needs and design of services delivered and the outcomes from its programs. The presentation begins with a global overview of the department and later focuses on each major division of the department and its programs. Within each section of the presentation we address the "what, why, costs and results" along with other useful statutory, historical and background information about the department, division and/or program.

DEPARTMENT MISSION AND OVERVIEW

The **Harris County Community Services Department (CSD)** functions primarily as the community development planning, grant making and public services arm of the County. CSD operations span the provision of services to the most vulnerable Harris County residents and creates opportunities for access to community amenities through the provision of grants to non-profits, for-profits, and other governmental agencies and departments to facilitate the creation of affordable housing, improve transportation, transit options, and infrastructure within low-income communities, build and renovate community facilities, facilitate investment in low income communities, and meet the service needs of the low-income, elderly, homeless, and disabled.

Staffing: **295 currently filled** or in process of being filled
53 new positions requested (21.5 General Fund) requested for FY 20/21
348 total positions in FY20/21

General Fund Budget Target: $10,072,000[1]

General Funds Requested: $12,390,569

Total Department Budget: $420,494,883*

*includes pro-rated portion of CDBG-DR only

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[1] Does not reflect transfer out of the VSO ($412K) , transfer in for the Housing Policy Advisor function ($201K) and $3 million set aside for the 2020 Census that adjusted CSD's total budget.

Mission: To Strengthen the Community, Protect the Vulnerable and Empower the Able.

Major Programs: Rapid Rehousing, Permanent Supportive Housing and Homelessness Prevention Case Management; Emergency Assistance, and Bereavement Services.

This unit directly reports to the Chief Program Officer. The Division is funded by general funds (72%), HUD entitlement funds (11%), Texas Veteran's Commission (4%), FEMA's Emergency Food & Shelter (4%), partnering utility provider funds (5%) and TIRZ generated homeless funds (3%).

Division's Total Budget: $8.6M ; General Funds: $6.19M (58 current FTEs; 70 FTE's budgeted).

The following provides detailed program descriptions, metrics, plans and accomplishments of each of the Division's unique programs.

Intake & Emergency Financial Assistance

Why & What: Pursuant Local Government Code (LGC) §81.027 the Intake & Financial Assistance section of Social Services is responsible for addressing persons in need of emergency financial assistance and other services by making referral to other local partnering agencies. This section maintains a bank account for the disbursement of emergency financial assistance utility payments to providers and by assisting utility companies' existing customers by directing payments from custodial funds given to the County by the utility providers from donations they have collected from the general public.

Budget: $2.97M; $2.38M General Funds;

Metrics & Outcomes: In the current fiscal year this group projects it will assist over 6,300 clients and provide over $1.05 million in utility assistance. In support of that effort, Intake staff schedules all appointments for financial assistance and case management, greets and takes assistance applications for walk-in clients, and expects to handle over 56,000 phone calls for utility assistance and another 38,000 for cases seeking rental assistance this current fiscal year.

Metrics	2018-19	2019-20	2020-21
Clients provided utility assistance	4,726	6,380	7,000
Utility Assistance calls handled by Intake	41,153	56,496	61,000
% of Inquiries delivered services	11.5%	11.3%	11.5%
Funds for Utility Asst. (General & Util. Pvdr)	$ 851,100	$ 1,050,100	$ 1,387,100
Avg Assistance	$ 180	$ 165	$ 198

Major Initiatives: Based on the statistics above, there is approximately an 88% drop out rate for individuals seeking assistance. In most cases, eligibility for services is the main cause for not receiving assistance, however in looking at the other causes, it has been noted that another main reason is the difficulty of getting to existing locations. To address this issue, staff has engaged and is collaborating with Harris Health in an effort to co-locate expanded operations in areas of the county more easily accessed. While doing so and in an effort to maintain the existing high volumes at existing locations, this unit must expand the number of eligibility specialist (10 FTE's)

along with 2 additional Intake staff persons. Eight of the 10 additional eligibility specialist will be co-located at 4 different Harris Health clinics located around the County.

Case Management - Homeless Prevention and Rapid Rehousing Assistance

Why & What: The purpose of this unit is to strengthen the community, protect the vulnerable and empower the able by providing intense comprehensive case management services and direct financial assistance to those who are homeless or but for immediate assistance would become homeless. While the County has prospered and many respects, the number of cases of families and individual near or in the state of homeless has increased relative to the County's population growth.   In order to address the needs of the homeless and to address and manage the root causes, the Case Management section utilizes grant funds from the Texas Veterans Commission, the Child Care Council (City of Houston ESG), CDBG and Continuum of Care/Emergency Solutions Grant program. These sources of funding collectively pays for 88% of the cost of staffing who deliver homeless prevention and rapid-rehousing case management services to clients and rental assistance payments to their landlords. The remainder of the unit's funding, County general funds and TIRZ generated homeless funds, are used as "matching" leverage required by the several of the grant programs.

Budget: $2.26M; $274K General funds; 20 FTEs budgeted

Metrics & Outcomes:

Social Services Case Management works within a community-wide system through the Houston / Harris County/ Fort Bend & Montgomery County Continuum of Care (CoC) and utilizes Homeless Management Information System (HMIS) measures to gage success of programs and performance compared to peer organizations. Below are some of the statistics for Social Services accomplishments and outcomes:

Outcomes / Statistical Measurements	2017-18	2018-19	2019-20
# Assisted with comprehensive case management.	544	533	622
# At Risk of Homeless to Housing Secured through HP	29	295	368
Monitor the number of clients from Homeless to Housed	213	540	643
Average Case Load / Case Manager	54	53	55
Case Managers	10	10	11
Rental Assistance Funds Deployed	$ 532,450	$ 552,450	$ 667,692
Avg Rental Assistance Funds / Client	$ 979	$ 1,036	$ 1,073

Major Initiatives: This past year, the department has re-programed funding in order to start the Eviction Prevention Program pilot and the Barrier Buster Fund to assist clients with unmet needs. Additionally, case managers began a partnership with "Dress For Success" a local non-profit to assist our clients in obtaining clothing for job interviews and a Tenant Training program for clients in conjunction with the Coalition for the Homeless.

Bereavement & Cemetery Operations

Why & What: Pursuant Chapter 694 and Chapter 711 of the Texas Health and Safety Code, the purpose and mission of Bereavement and Cemetery Operations is to provide a simple yet dignified funeral service to the

indigent of Harris County through burial or cremation. This unit's goal is to provide the most efficient and accountable service to the citizens of Harris County. The Bereavement management and staff are tasked with working with the County's funeral home contractor(s) and the next of kin in ensuring final burial arrangements for decedents. The unit has ensured that client cases are distributed to the four (4) case managers and have bilingual case managers in cases where translation is necessary.

Another component of this unit is cemetery operations for the County's cemeteries. Two staff persons are assigned to oversight of the care and maintenance for the cemeteries, the logging, placement and management of burial markers, daily grave site care and oversight of the logistics for onsite funeral services.

Budget: $2.237M General Funds; 12 FTEs budgeted

        Metrics & Outcomes: Below are the key statistics tracked by the Bereavement staff.

	2017-18	2018-19	Est. 2019-20
Cost of Burials	$ 931,919	$ 1,049,206	$ 1,300,000
Avg $ / Service	$ 995	$ 1,051	$ 1,277
Burials (not including VA burials)	144	165	170
Burials VA	105	93	98
Cremations	688	740	750
Total Burials & Cremations	937	998	1,018
Referrals received	1,255	1,332	1,425

        Major Initiative/Budget Impact: The Bereavement Program services continue to increase as the County's population expands. It is estimated that the Bereavement Program will provide over 1000 burial services for the first time in the current fiscal year. As an unfunded mandate increased cost in this program fall directly to the General Fund. To alleviate the cost burden, bereavement services has expanded its contracts for internment services to multiple vendors in the hopes of creating greater price competition without sacrificing quality of care for the indigent and their next of kin.

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Social Service Director & Administration

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Why & What: This Social Service Director is responsible for the design, management and oversight of the Social Service program units and is aided by 2 Assistant directors and 3 clerical support staff.

Budget: $647K; 6 FTEs budgeted

        Major Initiatives: To work with the Chief Program Officer and Executive Director in evaluating the effectiveness and efficiency of the division's programs by examining the methodology and mechanics of services delivered. This evaluation will include research of innovative solutions and begin making comparisons of the division's programs against peer agencies of the same or similar size and scope of services.

Mission: The goal of Harris County Transit Services is to provide residents outside of the METRO service area with transportation alternatives. Through the spirit of cooperation and coordination with other area agencies, Harris County Transit Services promotes equitable, efficient and dependable transportation that will offer increased mobility, economic opportunity, minimize traffic congestion and increase air quality through reduced vehicle emissions. This unit directly reports to the Chief Program Officer.

Major Programs: Fixed Bus Route Service, Non-Emergency Medical Transportation, the RIDES program, on demand ADA Para-transit Services and Park & Ride Services.

Total Budget: $12.15M. The division plans to fill 25 FTEs; with a general fund leverage request of $926K; or 7% of the total amount of funds budgeted for the division's programs.

The following provides detailed program descriptions, metrics, plans and accomplishments of each of the Division's unique programs.

Park & Ride, Fixed Bus Routes and related capital projects

Why & What: In February 2006, the Community and Economic Development Department (now the Community Services Department "CDS") developed a Comprehensive Transit Strategy for the unserved and transit dependent portions of Harris County. The study was an outgrowth of the Harris County Economic Development Strategic Plan. The plan's major finding was that METRO had a 1,305 square mile taxing jurisdiction and of that, 1,100 square miles had no METRO fixed route service with the majority of the services inside Beltway-8. In June 2006, the Department was ordered by Harris County Commissioners Court to manage all State and Federal transit grant funds and to apply to become a recipient of Federal Transportation Administration funds in order to address the unmet need of viable transit options for populations not served by METRO. These programs utilize a blend of FTA 5307, CDBG entitlement funds and funding from other local governments providing approximately $802K, or 30% of the necessary matching funds.

Budget: $6.65M; $257K General Funds, 3.5 FTEs

> **Metrics & Outcomes:** Next year, the Park & Ride program will provide commuting transportation to 24,000 passengers from Baytown to connection in Downtown , the Texas Medical Center, and other work areas within Harris County. The Fixed Bus Routes are expected to provide bus trips to 97,000 passengers under is its normal operations and another 87,383 (almost double the current ridership) boardings are expected on an annual basis with the expanded services from Disaster Recovery funded routes.
>
> The next table shows some key statistical areas for measuring performance of Transit Services Bus Routes and Park & Ride services against similar peers:

Harris County Transit Versus Peer Transit Provider Performance Metrics

Agency	Cost Per Revenue Mile	Agency	Cost Per Revenue Hour	Agency	Cost per Passenger Mile
HCT	41.85	STAR	$ 0.12	*HCT*	$ 3.01
STAR	49.08	PTS	$ 0.12	STAR	$ 3.34
PTS	75.24	*HCT*	$ 0.17	PTS	$ 3.51
Longview	82.89	FBC	$ 0.22	FBC	$ 4.12
FBC	88.23	Roseville	$ 0.49	Longview	$ 5.08
Roseville	106.54	Longview	$ 0.66	Roseville	$ 7.44
E-Tran	134.80	GCT	$ 0.68	GCT	$ 8.46
GCT	153.65	E-Tran	$ 0.79	E-Tran	$ 9.20

Major Initiatives:

- Next year the division will expand transit options with Five (5) new routes in the Channelview, Sheldon/Sheldon-West, Baytown and Cloverleaf areas by accessing CDBG-DR public service funds in response to dire transportation needs for those effected by Hurricane Harvey and TS Imelda. This expansion will increase total revenue hours by approximately 38% over current operations.
- The division plans to continue installing sidewalks and bus shelters for the expanded service areas, as well as in existing routes. The total costs is expected to total $1.518 million which is fully funded by FTA 5307 funding and partnering city's match.
- Working with County Engineer's Office and the City of Baytown, the division has identified a replacement parking lot for passenger boarding and parking for the Park & Ride service. Approximately $950,000 in FTA 5307 and TDC's (match) will be used to design and construct the facility.

RIDES PROGRAM

What & Why: The RIDES program provides transportation for elderly and/or disabled individuals. The program was transferred to CSD in October 2008 by court order since the program's mission closely matched the mission of the Office of Transit Services. In 2003 Harris County RIDES, an award winning and nationally recognized demand response program, was launched after the need for a coordinated service was quantified and documented by a study conducted for Houston Galveston Area Council (H-GAC) and local stakeholders including METRO. This program utilizes Federal Transit Administration (FTA) 5307 and 5310 funds and leverages those funds with local non-profits who contribute approximately $761,000 in additional matching funds for the persons receiving trips. The county's contribution to the program is less than 9% ($311K) of the total program. This program needs an additional $30,142 for improved technologies and expected increases in ADA para-transit costs.

Budget: $3.95M; $311K General Funds; 11 FTEs

Metrics & Outcomes: The metrics used in the RIDES program are measured by the number of person's served, which is further broken down into ridership, or "Trips". This year Transit Services expects approximately 96,000 trips provided by the RIDES program. Below is a historical summary of Trips provide:

Fiscal Year	Actual 2016-17	Actual 2017-18	Actual 2018-19	Estimated 2019-20	Planned 2020-21
Trips Provided	76,078	77,416	86,045	96,661	106,862

Major Initiative: RIDES is currently investing additional in software enhancements ($10,000) and next year will roll out smart cards & mobile ticking applications ($9,985), all in an effort to modernized technologies leading to more efficient administrative processing while benefiting and increasing overall clients experiences.

Non-Emergency Medical Transportation

What & Why: This service is available for any non-emergency medical appointment within the unincorporated areas of Harris County at no cost to the rider thereby connecting persons in desperate need of transportation to their health providers. Utilizing CDBG ($135.4K) and general funds ($127.7K) as match, this service provides trips for treatment visits such as dialysis, chemotherapy, radiation treatments, and other medical appointments.   Due to increased ridership, the division expects an extra $23,013 in general fund match needed from the General fund.

Budget: $580K; 5.5 FTEs requested (1 new FTE)

Metrics & Outcomes: The metrics and outcomes used for evaluating this program is number of trips delivered and cost / trip. For the current fiscal year, this unit is projected to provide 17,840 trips at a cost of $31.97 per trip. Next year's budget expects to provide 18,289 trips for $31.60.

Major Initiatives: Increase scheduling staff to meet increased demand for services. The cost of the added staff will be split 50/50 between FTA section 5307 funds and County general funds. Impact to general funds would amount to approximately $23,013.

Transit Planning & Administration

What & Why: Transit Administration and planning is the instrument for logistically planning new services, providing transit data to internal and external users, ensures compliance with FTA regulations, and represents the County in regional planning activities. Transit Administration also provides the managerial support to the staff and the transit programs.

Budget: 967K, $229K General Funds; 5 FTEs

Major Initiatives: Monitor and analyze the outcomes of each of the programs which includes four (4) new Disaster Recovery Bus routes discussed and to continue planning for additional service opportunities within budgetary constraints and partners

Mission: This division operates primarily on federal grant funding from HUD and oversees the grant administration process, as well as the direct delivery of housing opportunities and housing repair programs for the elderly, disabled, low and moderate-income homebuyers. This CSD division is committed to improving the quality of life for the citizens of Harris County by enhancing housing and economic opportunities, promoting and actively engaging in the provision of decent, safe and affordable housing and stabilizing neighborhoods by supporting civic enriching, public service programs and infrastructure investments.

Divisions: Planning & Development, Grants Management, Housing Programs.

Major Programs: Consolidated Planning, Annual Request for Application (RFA) Process (HUD Entitlement Funds-CDBG, ESG, HOME); Other RFA processes: Texans Feeding Texans, HFFI; Down-payment Assistance Program, Home Repair Program, Neighborhood Stabilization Program, Affordable Housing Preservation Program (CDBG-DR); Grants Compliance and Sub-recipient Monitoring, Labor Standards and Section 3 Compliance and Monitoring; Long Term Affordable Housing Monitoring.

- Division oversees the provision of more than $22.8 million in HUD grant funding (non-disaster) annually, conducts nearly **600 monitoring and project site visits**, completes more than **3,000 housing inspections** per year, provides long term compliance monitoring for more than **2,000 affordable housing units,** and assists more than **100 homebuyers and homeowners** with direct assistance

Division's Total Budget: $22.87M, Total General Funds $1.13m; 50 FTEs of which 5 are new grant funded positions.

The following provides detailed program descriptions, metrics, plans and accomplishments for each of the Division's unique programs.

Planning & Development

What & Why: This section performs duties in support of this mission/purpose such as development of HUD compliance documents, administering the request for proposals/applications for six funding sources, grant writing for numerous programs, provides data analysis and mapping, environmental review of HUD projects, disaster recovery individual damage assessments, and strategic planning for local low-income communities.. This unit directly reports to the Chief Program Officer.

Budget: $12.83M, $75K General Funds; 19 FTEs

Metrics & Outcomes: Below are the key performance statistics used to measure activity and accomplishments for Planning and Development.

- Successfully collaborated with the Coalition for the Homeless of Houston/Harris, Montgomery and Fort Bend Counties on the submission of the PY18 Continuum of Care for both Tier 1 and 2 renewal projects that was awarded $38,155,969.00 for 48 programs.

The table below are some of the key measurable for Planning:

Planning

Unit of Measure / Section	PY2018 Actual	PY2019 Actual	PY2020 Planned
Environmental review process completed	150	500	900
Maps produced	400	625	1000
Plans and Reports Completed (CAPER, other HUD, and State)	14	25	35
Certifications Issued (Consistency with Con Plan ,etc.)	25	30	35
Community Meetings/Public Hearings/Training Facilitated/Provided	35	90	200

The table below are the activities and metrics for Development since 2018 and for next year:

Development

Unit of Measure / Section	PY2018 Actual	PY2019 Actual	PY2020 Planned
RFP - applications received and processed	38	87	58
Technical Assistance Provided	235	260	175
Grantwriting: Applications submitted	16	44	50
Plans and Reports Completed (AAP, Amendments)	75	61	65
Certifications Issued (CHDO)	14	6	7
Community Meetings/Public Hearings/Training Facilitated/Provided	15	11	8

Major Initiatives: Planning and development will oversee 26 planning studies in over the next 2 years while having direct responsibility for all environmental clearances under the CDBG-Disaster Recovery programs

Grants Management

What & Why: Grant Management oversees the provision and compliance of more than $14.5 million in HUD grant funding (non-disaster) annually for HUD Affordable Housing, Public Services and Infrastructure pass-through agreements. It conducts nearly **600 monitoring and project site visits** annually. Grants Management is responsible for ensuring compliance with federal compliance matters such as Davis Bacon and Section 3. Aside from HUD related grants management, the Public Services section also provides oversight to the Texans Feeding Texans program and is expected provide $124K in general fund match toward that program to area non-profits providing Meals on Wheels that will generate over $1.2 million additional funds to the community. This unit directly reports to the Chief Program Officer.

Budget: $11.7M, $814K General Funds; 24 FTEs

Metrics & Outcomes:
Monitored all HUD funded projects to assess compliance with HUD regulations which achieved the following community benefits:

- **Homelessness-** Assisted 9,253 homeless individuals and families with shelter and supportive services expending $933,680.99 of ESG funding and 589 homeless individuals expending $678,584.90 of CDBG funds.

- **Public Services-**Assisted 12,686 low-income persons with youth and senior services, transportation services, and services for abused and neglected children.

- **Public Facilities and Infrastructure -** Served 14,510 low-income persons in 5 completed infrastructure projects and served 9,197 low-income persons in 4 completed public facilities projects.

Grants Management/Public Services/Public Infrastructure	2018-2019	2019-2020	2020-2021
Agreements drafted and executed	52	62	47
Monitoring visits conducted	164	201	210
Technical assistance provided	62	69	84
Plans and reports completed (APR, State and Other HUD	10	11	11
Tranings facilitated / provided	2	4	7

Major Initiatives: Grants management has added 4 new CDBG-DR grant funded positions in an effort to broaden and utilize its expertise in Section 3 compliance requirements in the support of the Disaster Recovery division for same requirements effort in the years to come.

Housing Programs

What & Why: Housing Program's mission is to improve or modernize homes for elderly and disabled low-income homeowners while removing health and safety hazards as well as providing a commitment to delivering quality, affordable housing where individuals and families can live, work and thrive. In doing so, this section delivers direct housing assistance to low and moderate income residents of Harris County by providing the following affordable housing options; homeowner repair, down payment assistance and providing homes for purchase at discounted price coupled with closing cost incentives. The inspection services staff completes more than 2,500 housing inspections each year in support of the County's HUD grants programs. This unit directly reports to the Chief Program Officer.

Budget: **$11.3M, $193K General Funds; 26 FTEs, 21 existing and planning to add 5 grant funded FTEs**

Metrics & Outcomes:

	2018-2019	2019-2020	2010-2021
NSP			
NSP Acquisitions Completed	6	3	5
NSP Dispositions Completed	5	7	5
Lending	**2018-2019**	**2019-2020**	**2010-2021**
Prepare and Process Release of Liens	60	60	74
Contracts prepared	55	60	75
Training Facilitated/Provided	34	50	30
DAP Assistance	24	50	50

HCIS	2018-2019	2019-2020	2010-2021
DAP Inspections	29	72	96
MF Inspections	2,427	1,437	1,916
Rehab/LBP Inspections	460	357	476
Disaster Recovery Inspections	-	19	25
Minor/Major Home Repair	30	37	50
Total Inspections Performed	2,946	1,922	2,563

Affordable Housing Preservation - CDBG-DR	2018-2019	2019-2020	2020-2021
AHPP Acquisitions	-	2	16
AHPP Dispositions	-	-	9

Major Initiatives: Housing Services will be tasked with the delivery of the Affordable Housing (Single Family) Preservation Program (a component of the Disaster Recovery Program) in an effort to expand and make available more affordable housing stock for "Low to Moderate Income" homebuyers. Next year it will begin ramping up with this program through the acquisition, rehabilitation and resale of affordable homes.

HOUSING DEVELOPMENT & SPECIAL INITIATIVES

Mission: To finance the development and construction of new single family homes, and affordable rental housing in the Harris County service area affected by Hurricane Harvey and create new housing choices by developing new housing in areas of reduced risk of flooding. To that end, this division within CSD will pursue a balanced approach in investing in both high opportunity areas as well as improving affordable housing stock in revitalization areas that may be located near Hurricane buyout interest areas as a means of improving and preserving community stability and cohesion.

Major Programs:
- **Single Family New Construction** – Scatter site new construction and small to large scaled new single family construction development projects.
- **Affordable Rental** – The development or rehabilitation of Multi-family rental units
- **Special Initiatives** - The unit supports also the
  - **Harris County Redevelopment Authority,**
  - **the Harris County Housing Finance Corporation**, and
  - **the Harris County Community Development Entity, Inc LLC**;

These programs seek to improve the quality of life for the citizens of Harris County by enhancing housing and economic opportunities, and promoting community investment. As part of special initiatives, this unit also leads the implementation of new initiatives involving the planning and management of a community land trust to support expanded affordable housing choices in the County services area, and providing comprehensive community development and housing project financing involving the leveraging of Community Development Block Grant – Disaster Recovery funding with federal tax credit equity programs including Low Income Housing Tax Credits, and New Markets Tax Credits.

Total Budget: $123.25M; $18K General Funds, 7 FTEs (includes 1 new grant funded position being requested)

Single Family New Construction

What & Why: To develop new affordable single-family housing stock lost due to Hurricane Harvey and as a result of the residential buyout program. To meet this challenge, Harris County will implement innovative solutions for promoting and partnering with development entities and homebuilders to create new inclusive communities that offer a wide variety of housing choices and construction solutions that lends toward resilience investments. Major program components include the following guidelines:

- Income Targets: LMI (0-80% Median Family Income-MFI) homeowners.
- Home price Target: of $180,000.
- Estimated Goal: 562 homes in mixed income developments.

Budget: $25.88M

Metrics & Outcomes: This Program launched in 3rd Quarter of 2019. Since this program's inception, staff has completed the required program guidelines and received approval from the Texas General Land Office(GLO). Standard operating procedures were also developed in order to implement the programs and these procedures are currently under final review for submission to the GLO. Also, this unit is engaged in active site identification to acquire and develop for new single-family construction.   Below are estimated metrics for the coming fiscal year for the Single Family New Construction Program:

Single Family New Construction Program

Metrics	2020-21
Single Family Built Inventory Acquired	82
Single Family lots acquired to be platted	513
Single Family units sold	82

** new program

Major Initiative: This Program launched in 3rd Quarter of 2019. Since this program's inception, staff has completed the required program guidelines and received approval from the Texas General Land Office(GLO). Standard operating procedures were also developed in order to implement the programs and these procedures are currently under final review for submission to the GLO. Also, this unit is engaged in active site identification to acquire and develop for new single-family construction.   Below are estimated metrics for the coming fiscal year for the Single Family New Construction Program:

Affordable Rental

What & Why: To provide funding for acquisition, rehabilitation, reconstruction, and new construction of multi-family housing projects; provide case management services for displaced renters with an estimated goal of placing into service 1600 units next year. Per HUD regulations, at least 51% of a project must have low-to-moderate income households and the balance of the development may be market rate housing thereby creating high opportunities for targeted households.
Budget: $97.36M

Metrics & Outcomes: This Program launched in 2rd Quarter of 2019. Since this program's inception, staff has completed the required program guidelines and received approval from the Texas General Land Office(GLO). Standard operating procedures were also developed in order to implement the programs and these procedures are currently under final review for submission

to the GLO. Also, this unit is engaged in coordination of kickoff meetings with development entities that have received Affirmatively Furthering Fair Housing program clearance from GL, initiating contract development for Commissioners Court approval, and coordinating project financing closings prior to project construction commencement. Below are estimated metrics for the coming fiscal year for the Affordable Rental Housing Program:

Affordable Rental Program

Metrics	2020-21
Affordable Rental Agreements Approved by Comm. Court	14
New Affordable Units Construction Started	1209
Affordable Rental Units Rehabs Started	108
Total Rental Units Added to the Market Under Construction	1824

** new program

Major Initiative: The unit will initiate a major development program in 2020 that will start the construction approximately 1,800 rental housing units throughout the County that will restore rental housing stock lost due to Hurricane Harvey and expand affordable mixed-income housing choices. This development program will balance choices in High Opportunity areas and areas undergoing Economic Revitalization, and consistent with the department's eight Concerted Revitalization Areas approved by Commissioners Court.

HOUSING RESOURCE CENTER / OUTREACH & ENGAGEMENT

Mission: To assist in improving the quality of life for Harris County residents by providing resources to meet their needs and bridging the communication gap that exists between various non-profits and government entities.

Major Programs: Affordable Housing Search Assistance, Community Engagement & Outreach, Resource Navigation Services, and Disaster Recovery Center Assistance

Budget: $1.202M; General funds $1.19M (9 FTEs current; 14 FTE's budgeted)

Why & What: Our challenge is being able to provide services to areas of Harris County that is currently underserved by the community, as well as to the growing population. Under normal operations this unit provides specially trained staff and "Resource Navigators" knowledgeable on where and how to access urgently needed assistance. Each navigator works with approximately 55 individuals per day as they respond to their unmet needs regarding food, clothing, financial assistance, shelters, legal services, housing, fair housing. Supplemental to these efforts, the unit manages and funds the Affordable Housing Search tool- a free service to those seeking affordable housing. Engagement and Outreach efforts are deployed via a variety of platforms such as conference booths, giving presentations regarding CSD's services and its community partners, production and delivery of brochures and flyers at community events.

Using Tropical Storm Imelda as an example, this unit abandoned its normal resource navigation duties and began staffing Local Recovery Centers (LRCs) where citizens could immediately begin accessing assistance and navigation support in finding assistance for utilities, rents, food and support for persons in immediate need. In the aftermath of federal disaster declarations this unit also deploys resource and housing naviagtors into shelters and FEMA Disaster Recovery Center (DRCs) to assist residents in need of local resources such as muck and gut and related resources.

This unit also provides compliance support and assurances by the performance of "rent reasonableness" calculations. Rent Reasonableness documentation assures that that rents paid by tenant in CSD's rental assistance programs are within program guidelines and area market rates. This section reports directly to the Executive Director.

Metrics & Outcomes: Below are several key statistics and outcomes that this unit tracks and compares year of year for determining the Resource Navigation and Outreach successes and estimating the future need for funding and staffing.

Housing Resource Center / Engagement & Outreach Performance Statistics

	2018-19	2019-20	2020-21 Projected
HCRC Website	703,913	722,335	939,035
Social Media Outreach	1,940,000	1,975,336	2,567,936
Referrals to Various Programs	234,637	535,000	695,500
Brochures/Flyers Distributed	22,700	37,500	48,750
Searches	368,908	525,972	683,763

Major Initiatives:

Become more agile in providing resource navigation and DRC support to residents through staff expansion. Over the past 10 years, many residents have been severely impacted by the six presidentially declared disasters that have occurred. When a disaster occurs, this unit will be tasked with establishing the first link to impacted residents by staffing and having a presence at Local Recovery Center (LRC) operations. Although these events only occur periodically, the need is urgent, and the response to provide navigational support and assistance must be agile and time sensitive without affecting normal services and operations directed at populations not impacted by disaster events.

Mission: To rebuild damaged infrastructure and assist Harris County residents and businesses who have suffered property damage from presidentially declared disasters (2015, 2016, 2017 floods). These programs seek to improve the current occupied housing stock by correcting damage and improving the overall condition of the home and mitigating future exposure to flooding through buyout and relocation assistance thereby improving the quality of life for the citizens of Harris County by enhancing housing and economic opportunities, promoting civic enriching and human services programs, and stabilizing the infrastructure of neighborhoods.

Total Budget: $365.2M, $18,000 in General Funds; 98 FTEs; includes 20 new grant funded positions to be filled next year.

Major Programs: Utilizing 98 planned staff and the support from other CSD units such as Planning and development, Financial Services, Transit Services, and Housing Services and Grants Management, the Disaster Recovery division has begun implementation and delivery of the following programs and projects.

- Owner Housing Programs
  - o Residential Buyouts
  - o Homeowner Reimbursement
  - o Housing Assistance (Recon & Rehab)
- Commercial Buyout
- Infrastructure Projects (Competitive and MOD)
- Planning Studies - Project Delivery and Oversight

Major Initiatives: Ongoing staffing ramp-up to administer disaster recovery programs will continue within PY2020-2021. The focus will be to continue to meet aggressive goals to complete home repairs and reconstructions, as well as the necessary planning studies to inform further actions that County should undertake to increase resiliency. Other major initiatives will be to compete for CDBG-MIT funding for major resiliency and flood control and drainage improvement projects.

Owner Housing Programs

What & Why: To assist homeowners within Harris County who have suffered property damage from presidentially declared disasters (2015, 2016, 2017) floods. Assistance is made available through the Reimbursement Program, Homeowner Assistance Program, and the Residential Buyout Program. These programs seek to improve the current occupied housing stock by correcting damage and improving the overall condition of the homes and mitigating future exposure to flooding through buyout and relocation assistance.

Budget: $12.83M, $75K General Funds; 59 FTEs

Metrics & Outcomes: Program guidelines were developed and approved by the Texas General Land Office (the agency providing funding for these programs). Standard operating procedures were developed to implement the programs. The Program launched in April 2019 and ongoing outreach and 5 Surge Saturday events were held yielding:
- Approximately 5,300 applications taken
- 405 applicant files completed intake threshold reviews
- 343 applicant files moved into eligibility review
- 30 applicant files have been submitted to GLO for funding

Below is a statistical update on the status of pre-application and applications in the Homeowner Assistance programs (Buyouts, Reimbursements and Housing Assistance Program(HAP)) as of November 8, 2019 for the 2015, 2016 and 2017 CDBG-DR funding sources:

BUYOUT PROGRAM

APPLICATIONS STATUS	COUNT		INCOME ELIGIBILITY COMPLETED			
		YEAR	Total	LMI	120%	ABOVE 120%
Pre-Applications	93					
Applicants invited to apply	133	2015	3	5		
Active Applications	33	2016	7	4	1	2
Appraisals requested	29	2017	17	7	5	5
Appraisals received	7	Totals	27	16	6	7
DOB Inspections Requested	22					
DOB Inspections Received	22					
Eligibility Completed	29					
Withdrawn/Denied applications	3					
Applications to QA/QC	13					
Applications submitted to GLO	9					
Approved by GLO	9					

REIMBURSEMENT PROGRAM

APPLICATIONS STATUS	COUNT		INCOME ELIGIBILITY COMPLETED			
		YEAR	Total	LMI	120%	ABOVE 120%
Pre-Applications	348					
Applicants invited to apply	869	2015	NA	NA	NA	NA
Active Applications	147	2016	NA	NA	NA	NA
Appraisals requested	79	2017	91	36	24	31
Appraisals received	57	Totals	91	36	24	31
DOB Inspections Requested	79					
DOB Inspections Received	57					
Eligibility Completed	91					
Applications to QA/QC	78					
Applications submitted to GLO	23					
Approved by GLO	0					

HOMEOWNER ASSISTANCE PROGRAM (HAP)

APPLICATIONS STATUS	COUNT		INCOME ELIGIBILITY COMPLETED			
		YEAR	Total	LMI	120%	ABOVE 120%
Pre-Applications	348					
Applicants invited to apply	869	2015	NA	NA	NA	NA
Active Applications	174	2016	9	5	2	2
Appraisals requested	10	2017	25	21	2	2
Appraisals received	21	Totals	34	26	4	4
DOB Inspections Requested	14					
DOB Inspections Received	10					
Applications to QA/QC	3					
Applications submitted to GLO	3					
Approved by GLO	1					
Tri Party Agreement Executed	1					

HAP PILOT PROGRAM

Referrals to Pilot	Exited	Remaining
22	16	6

Applications Rcv'd	6

Rental Housing Case Management

What & Why: The Disaster Recovery Rental Housing Case Management Program has been designed to assist households affected by Hurricane Harvey, including the homeless populations seek safe, affordable rental housing and housing stability through case management efforts and housing navigation. Rental assistance will be provided to program participants from community resources and administered by local Housing Authorities.

Budget: Reported within Homeowner Programs and represents 15 FTEs of the 59 listed

Metrics & Outcomes: Below is the statistical data associated with clients assisted under this programs.

Housing Case Management

Program Stats for 2019 (YTD)	CM		Total Enrollments	Total Screenings	Exits	Home Visits
Housing for Harvey	1		8	151	0	71
Housing for Harvey - III	2		22	125	103	289
CDBG-DR	3					
HAP	3					
Hsg Navigators	2					
Totals	11	0	30	276	103	360

Major Initiative: This program is anticipated to be ramped up during the last quarter of 2019, with the goal of services delivered to 125 displaced, or homeless households starting in 2020.

Infrastructure

What & Why: This unit has the fiduciary responsibility over Disaster Recovery funds utilized for construction and reconstruction of public facilities and infrastructure which ultimately benefits at least 70% low- and -moderate income residents within Harris County service area.

Budget: $12.83M, $75K General Funds; 19 FTEs

Metrics & Outcomes: Below are the key performance statistics used to measure activity and accomplishments for Planning and Development.

- Completed 9 projects for a total of $26,7M. Completed projects consisted of the installation of generators, road improvements, drainage improvements, and sewer facilities improvements.
- Placed 35 Orders and Agreements on Commissioners Court for construction projects totaling $97.3 M.
- 6 Pre-Bid/ Pre-Construction Meetings were held
- 12 Long-Term Compliance Visits conducted
- 250 site visits were conducted
- Conducted 100 Technical Assistance meetings
- A total of 42 pay estimates and invoices were processed with a combined total of $15.4M

Major Initiative: During the next fiscal, the DR Infrastructure unit will complete staffing up to handle the more than $200 million infrastructure projects, as well as the completion of the multiple studies related to resiliency, emergency measures and similar activities. It has been determined the scope and scale of the projects may exceed funding for engineering and architecture oversight which may required additional general funding in 2021 and beyond.

Quality Assurances & Quality Control (QA/QC)

What & Why: This section provides operational support via and QA/QC for the Disaster Recovery owner housing programs. Specifically this unit reviews data submitted for completeness, consistency, and accuracy and ensures case files meet program guidelines and all applicable government regulations is responsible for the accurate submittal of all applicable set-ups, change orders, and documents in accordance with the Texas General Land Office (GLO). Additionally, QA/QC monitors vendor contracts for compliance with the approved scope of work and budget and handles, tracks and resolve complaints and appeals for the disaster recovery owner housing programs.

Budget: $12.83M, $75K General Funds; 19 FTEs

Metrics & Outcomes: This section was created in 2019 and its systems are currently being developed to accommodate the growing needs of the DR owner housing programs. Staff were trained on the use of the Caseworthy system (the system of record for case management) for client data integrity as well as GLO's TIGR system for file submittal to GLO. Staff training and open discussions were held to ensure knowledge of all systems and procedures. The following outcomes were accomplished as of 10/31/2019:

- 30 applicant files submitted to GLO
- 18 Reimbursement Program – all pending approval
- 3 Homeowner Assistance Program – 1 approved, 1 in review, 1 applicant withdrew from program
- 9 Buyout Program – all approved by GLO.

Major Initiatives: Challenges: Increasing the pace of quality and pace file submission will be the major goal of the DR QA/QC ; as well as resolving complaints and appeals in the next fiscal year.

ADMINISTRATION / EXECUTIVE DIRECTOR

Mission: To provide timely and proactive strategic planning, management, leadership, communications and departmental support to the department, its stakeholders and employees

Major Functions: The Office of the Executive Director includes the Chief Program Officer (CPO), the Public Information Officer (PIO), Human Resources, the Housing Policy Advisor and General Services.

Division's Total Budget: $4.63M, General funds $2.7M (30 FTEs current; 35 FTE's budgeted)

The following provides details about each functional area that reports directly to the Executive Director, the roles, metrics, plans and accomplishments of each.

CSD Executive Director & Chief Program Officer

Why & What: Provides mission, objectives and overall support for CSD. The Executive Director oversees all aspects of the Community Services Department's programs, operations, finances, performance and objectives. The Chief Program Officer assists the Executive Director by oversight of Non-Disaster related program areas, which includes Social Services, Transit Services and Grants Management and Planning and Development's sections by devising quality improvement methods, strategic development, planning and policymaking and then evaluating performance and progress for each of the reporting units.

Budget: $635K, $81.5K General Funds; 4 FTEs

Major Initiatives: Improving communication and department cohesion will be the focus of Executive Administration during the next fiscal year.

Public Information Officer

Why & What: The Public Information Office (PIO) is responsible building and maintaining relationships with members of the news media, elected officials, community leaders and Harris County constituents while providing direction and broad communications for each program of the Community Services Department. These functions include assemblage of public meetings, publication and distribution of formal news releases, newsletter productions, scheduling, approval and oversight of press conferences and outreach events for each division, website creation for keeping the citizens of Harris County apprised of notable information. The PIO also works with the county attorney on open records requests made under the Texas Public Information Act and interacts with other Harris County PIO's, during times of needed collaboration or emergencies such as natural disasters. The PIO reports directly to the Executive Director.

Budget: $507K, $183.5K Gen. Funds; 5 FTEs (3 existing and 2 new requested, 1 Gen. Fund, 1 Grant Funded)

> **Metrics & Outcomes:** The metrics used for measuring the PIOs performance is based on community and press engagements activities. This fiscal year-to-date the PIO and staff attended over 62 gatherings, events and community meetings and was responsible for the complete revision of the Community Services website (which contains all of the department's public notices, action plans, and reports. The PIO is responsible for maintaining information, current events, and other notices to the public on CSD's "Project Recovery" website – which is instrumental in providing the public on recovery programs available.

> **Major Initiatives:** As the supporting communication arm for the Community Services Department as a whole, the unprecedented increase of staffing and budget has vastly increased the amount of requests daily for informational material. To augment the additional duties in the area of Disaster Recovery, a consultant team, Outreach Strategies has been added to augment the communication process until budgeted staffing can be approved. Next year's budget is requesting additional funds to add one General Funded position who would be assigned to communications for areas predominated tied to General Funded programs such as Social Services' Bereavement Program and Intake & Emergency Assistance. One additional grant funded position is planned to support the communication needs of the Transit Services and Housing programs.

Housing Policy Unit

Why & What: The purpose of the Housing Policy unit is to staff and manage the Harris County Housing Advisory Policy Committee that was established by Commissioners in FY 2019-20. This unit will provide input to and inform the Executive Director on the various issues and emerging trends in housing. This unit will be a bridge between CSD and the Housing and Urban Development (HUD) and the General Land Office (GLO) regarding policy making

and changes. The Housing Policy unit will implement policies once approved then evaluates performance and progress. Offer guidance by reviewing goals, objectives and evaluates the overall progress of the department. **Budget: $201K; 100% General Funds; 2 FTES;**

Metrics & Outcomes: Upon complete staffing of the committee, metrics will be established and shared with the Commissioners Court offices.

Major Initiatives: Manage the interaction of Housing Advisory Committee and the progress of the Affordable Housing Study concluding with a County Housing Action Plan.

General Services (GS)

Why & What: To provide technical and logistical support and guidance to CSD's wide variety of divisions and functions, including providing support for community outreach events and meetings requiring video, audio and communications. General Services acts as a departmental liaison with Purchasing, Universal Services / Facilities and Property Management for CSD's facilities (3 campuses) and its furnishings. The General Services section also serves as Type III All Hazards Communications technicians to the Harris County Office of Emergency Management during emergency event activations. Other items that fall under the GS umbrella includes ensuring the safekeeping and accessibility of all file keeping and record retention requirements, IT support, inter-office mail and packages are delivery between all CSD sites as well as Harris County Administration Building.

Budget: $2.59M, 17 FTEs planned (3 new requested, 1 General Fund and 2 Grant Funded)

Major Initiatives: Address technical, logistical and IT support needs for the newly added Disaster Recovery campus and its 89+ new employees located at 13105 Northwest Freeway.

Human Resources

Why & What: Human Resources is responsible for addressing the benefit needs the 294 employees within the Community Services Department.

Budget: $691K;, $283K General Funds; 7 FTEs

Major Initiatives: To update the department's entire inventory of positions descriptions while working with the County Human Resources office in completing a comprehensive position and pay study. This unit will also update internal evaluation tools for assessing employee training and staffing needs and promote healthy actions and habits in the work environment

OFFICE OF FINANCIAL SERVICES (OFS)

Mission: To provide exceptional accounting, budgeting and finance related support to each of the department's program and functional areas and the Department's stakeholders with integrity, accountability and objectivity.

Budget: $4M; $1.79M General Funds; 41 FTES;

Why & What: Overall, the division provides specialized grant, project and administrative accounting, vendor and sub-recipient payment processing, award reimbursement request processing, program and administrative budgeting, financial underwriting and review, financial reporting (in-house, local, state and federal). Additionally,

the Office of Financial Services conducts financial monitoring engagements of its sub-recipients and provides a financial interface with other County Departments, the County Auditor and external auditors/grant monitors. Many of the accounting functions are dictated by contract terms; as grants and contracts awarded by the federal government are subject to administrative requirements, cost principles, and audit requirements. These variables require that the OFS establish the appropriate accounts within the county's ledgers and that they reflect the nature of the program and its activities.

Given the degree of difficulty, uniqueness and specificity of governmental, administrative, project and grant accounting the division has be divided into 6 specialized disciplines of support: Administrative Accounting & Budgeting, Grant Accounting, Social Services Accounting, Disaster Recovery Accounting, Project Budgeting and Financial Reporting & Monitoring.

Metrics & Outcomes: Many of the Finance division's metrics and outcomes are driven by programmatic decisions, the specialization or uniqueness of accounting needs e.g. (grant program, project based, administrative, or financial), estimated volumes, workflow variations and contract compliance matters. Below are several key statistics tracked by a variety of the disciplines within the Office of Financial Services.

Grant Accounting & Transit Accounting

	Actuals		Projected
Metrics	**FY2019**	**FY2020**	**FY2021**
Number of Contracts	212	205	219
Number of Invoices / Drawdowns	1326	1394	1361
Grant Financial Reports Processed	243	271	267

Disaster Recovery - Accounting

	Actuals		Projected
Metrics	**FY2019**	**FY2020**	**FY2021**
Number of Infrastructure Projects	13	26	59
Number of invoices Paid	170	510	5400
Number Draws Submitted	0	42	3600

Monitoring and Reporting

	Actuals		Projected
Metrics	**FY2019**	**FY2020**	**FY2021**
Monitoring Visits	65	61	75
RFP/Application Reviews	36	77	89
Underwritings	5	40	45
Housing Construction Contractors Review	5	15	15
Other Reports & CAPER	32	27	27

Major Initiatives

- Ongoing training and planning will be intensified over the coming months as a result of the County's upcoming transition from IFAS to Oracle/People Soft ERP system (STARS),

- Appropriately fill existing grant funded FTE's due to anticipated increased volumes associated with CDBG-DR program implementation.

BUDGET OVERVIEW AND SUMMARY OF ALL FUNDING SOURCES

As a majority grant funded department, CSD leverages its General Fund (GF) budget to maximize funding for benefit to the community. Grant and other resources comprise 97% of the department's total budget. General funds provide the basic necessary funding which allows the Department to carry out its mission and utilize grant dollars to the fullest extent possible while also meeting necessary matching requirements.

The table below is the expected funding sources to be used (with multi-year grants being prorated) next year.

Expected Funding Sources for FY 20-21

General Funds	$	12,407,940	3.0%
HUD Entitlements & Non-Disaster Pgms		18,699,807	4.5%
HUD Disaster Recovery		377,421,663	89.8%
FTA & TXDOT		7,884,848	1.9%
Local Grants & Support		3,444,239	0.8%
TIRZ Generated Sources		287,649	0.1%
Total Sources:	$	**420,146,145**	

840-JUVENILE PROBATION

Data as of: 11/11/2019   Avg. Annual Budget Increase Last 5 Years: 4.9%

                                                FY 20 Adopted Budget Per Capita (Harris County): $18.10

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$67,000,000	$70,500,000	$76,000,000	$78,320,000	$79,098,000	$85,053,000
Final Adjusted	$73,953,025	$74,608,683	$76,432,201	$78,348,734	$81,790,833	$90,550,647
Rollover Received	$5,845,137	$4,355,519	$765,660	$174,931	$934,086	$5,788,353
Rollover % of Adopted	9%	6%	1%	0%	1%	7%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$56,514,300	$60,924,800	$63,670,992	$64,295,116	$66,126,227	$46,352,716
Non-Labor/Transfers	$12,644,411	$12,554,828	$12,496,952	$12,843,034	$9,724,953	$10,401,540
Actual Spent	$69,158,711	$73,479,628	$76,167,944	$77,138,149	$75,851,180	$56,754,256
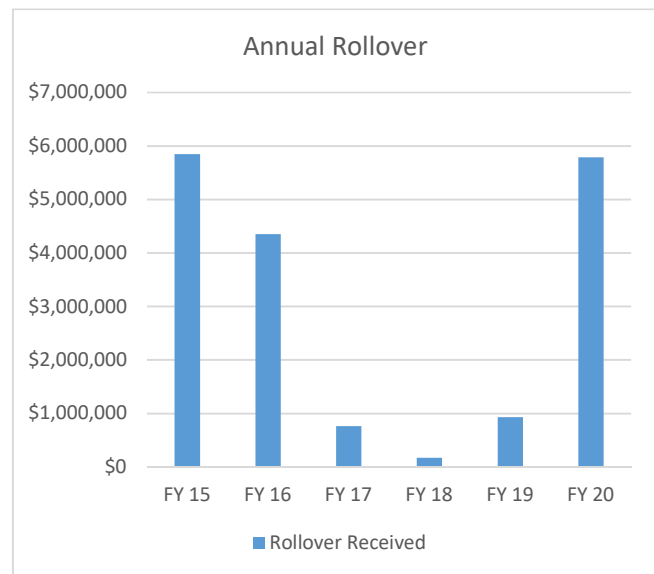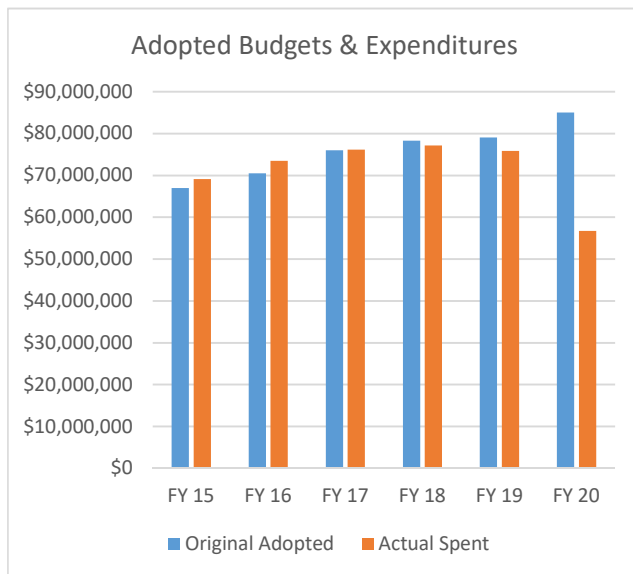
FY20 Rollover as a % of FY20 Adopted Budget: 6.8%
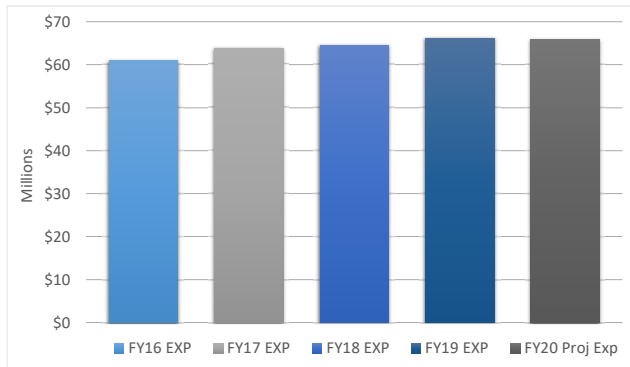
Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources (Excl. State Programs)	**5**	**$411,966**	**$2,072,386**
2220-FAMILY PROTECTION	0	$19,511	$36,800
2370-DONATION FUND	0	$548	$4,747
2780-JUVENILE PROBATION FEE	0	$98,487	$549,341
27B0-JUVENILE DELINQUENCY PREVENTIO	0	$0	$71
7214-GIRLS COURT	0	$58,152	$51,646
7664-GIRLS INSPIRING FUTURE (GIFT)	5	$30,758	$1,274,988
7781-SOBRIETY ADDICTION RELAPSE CRT	0	$0	$104,793
8001-MISC FOUNDATIONS GRANTS	0	$204,510	$0
8931-JDAI	0	$0	$50,000

PERSONNEL SUMMARY FOR JUVENILE PROBATION

All Department Funds
as of November 2019

Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

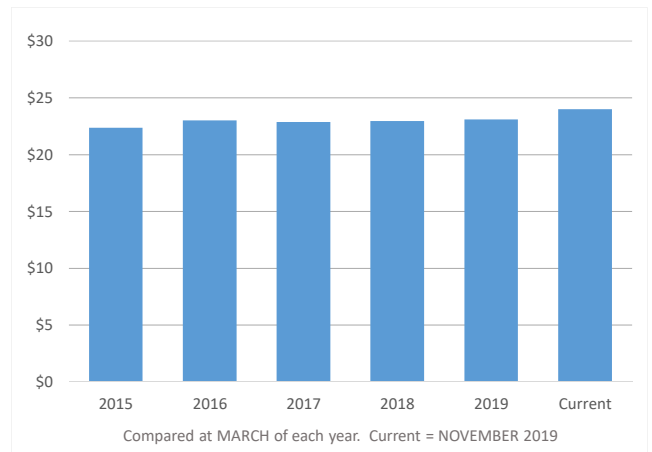Legend: Filled, Vacant

Compared at MARCH of each year. Current = NOVEMBER 2019
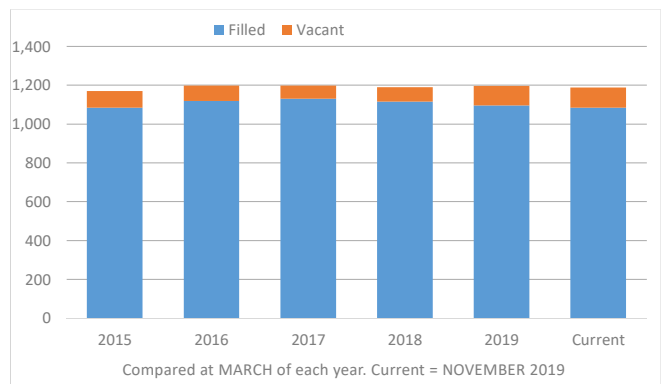
Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	922	6.0%	6.0%
Sept 2017	807	9.4%	4.6%
Sept 2016	741	11.7%	3.8%
Sept 2015	676	14.9%	3.5%
Sept 2014	605	20.1%	3.7%

	Filled	Vacant	Total
R32+	1,059	80	1,139
Part	23	19	42
Temp	2	4	6

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

14%, 11%, 8%, 12%, 55%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

13%, 29%, 19%, 8%, 31%

Number of Employees by Age

Age groups: <25, 26-35, 36-45, 46-55, 56-65, >65

Department-Provided Information

Juvenile Board

Henry Gonzales
Executive Director/Chief Juvenile Probation Officer

Keith Branch, Asst. Deputy Director
Training & Quality Assurance
Personnel & Payroll

Kendall Mayfield, Director
Legal Services and Public Affairs
Grants and Alternative Funding
Victims Rights
Public Information
National School Lunch Program

Diana Quintana, Ph.D.
Assistant Executive Director

TRIAD Liaison

Information Systems, Research, &
Data Control Systems

Budget and Support Services	**Intake/Court Services**	**Field Services**	**Health Services**	**Education Services**	**Residential Services**	**Diversion & Intervention Division**
Janie Moreno Deputy Director	Melissa Watson Deputy Director	Steven Willing Deputy Director	Olivia McGill, Ph.D. Deputy Director	Julie Pruitt Deputy Director	Matthew Shelton Deputy Director	Marilyn Broussard Webb Deputy Director
Ross Kimble Asst. Deputy Director	Bianca Malveaux Asst. Deputy Director	Susan Orendac Asst. Deputy Director	Flor Munoz Asst. Deputy Director	**Juvenile Justice Alternative Education Program**	Andrea Rice Asst. Deputy Director	Charlene Laskoskie Asst. Deputy Director
Budget	**Intake Screening**	**Community Unit Probation Services (CUPS 1,2,3,4,8)**	**Medical Services**	**Excel Academy Charter Schools**	**Juvenile Justice Detention Center**	**Youth Services Center**
Purchasing	**Pre-Adjudication Team**	**CUPS 5 –Countywide Youth Empowerment Services and Supervision (YESS)**	**Forensic Unit**	**Vocational Education Program**	**Burnett-Bayland Rehabilitation Center**	**Deferred Adjudication**
Support Services	**313th, 314th, 315th Courts**	**Service Learning/Community Service Restitution Program**	**Multi-systemic Therapy Program**	**Education Transition Center**	**Harris County Leadership Academy**	**FIRST/Deferred Prosecution Program (180 Day)**
Monetary Restitution	**Inter-county Transfer of Supervision**	**Serious Offender Supervision Unit**	**Psychological & Social Services**	**Disability Rights Texas**	**Harris County Youth Village**	
Supervision Fees	**Tracker Program**		**Parenting with Love and Limits**	**Educational Advocacy**		
	Deferred Prosecution Program (90 Day)		**Specialty Courts (Mental Health, GRIP, SOAR, & CARE)**			
			Placement			
			Field Services Counseling Program			
			Sex Offender Community Provider Program			
			Residential Mental Health Services			
			Dual Status Initiative			
			Sex Offender Supervision Unit			
			Special Needs Diversionary Program (SNDP)			
			Community-Based Stabilization Unit (CBSU)			
			Intellectual Developmental Disability Program (IDD)			

4/8/2019

Form #1: Department Mission and Metrics

Juvenile Probation - 840

A) Department Purpose/Mission

The Harris County Juvenile Probation Department (HCJPD) is committed to the protection of the public utilizing intervention strategies that are community-based, family-oriented, and least restrictive while emphasizing responsibility and accountability of both parent and child.

The purpose of the HCJPD is to provide probation services as defined in Chapter 142 of the Texas Human Resources Code, which includes protective services, prevention of delinquent conduct and conduct indicating a need for supervision, diversion, deferred prosecution, foster care, counseling, supervision, and diagnostic, correctional, and educational services as well as services related to the operation of a pre-adjudication and two post-adjudication juvenile facilities. These requirements involve HCJPD in virtually all stages of the local juvenile justice system, from the initial intake of an accused youth who has been referred into the system by local law enforcement, to, in the majority of instances, the full resolution of that youth's case.

B) Discuss your department's accomplishments in the last year.

September 1, 2019 marked the one-year milestone with the Department's new Executive Director. Within this first year, the department has made great strides in transforming the local juvenile justice system into one with a primary objective of utilizing community-based interventions to improve public safety. In this, the Department placed emphasis on providing alternatives to minimize the depth in which young people enter the juvenile justice system. To assist in this process, HCJPD has re-engaged with the Annie E. Casey Foundation in its expansion of JDAI to the Deep End Initiative. Objectives of this initiative include examining probation practice to minimize the number of youth in out-of-home placements, establishing a more robust, targeted, and effective continuum of community-based interventions, improving public safety outcomes by reducing recidivism rates, and eliminating racial, ethnic, and gender disparities. Currently, HCJPD is in the assessment phase of the project.

 For 2019, to date HCJPD has handled 5,629 delinquent conduct referrals equating to 4,188 youth. Of those referrals, 3451 petitions were filed marking a 25.8% decrease in petitions filed from the same period in 2018. Diversion programs such as the FIRST and Marijuana Diversion Program connected youth and their families

directly to needed services related to the alleged offense rather than take formal court action.

So far this year, the juvenile courts placed 446 youth in one of the Department's post-adjudicated facilities compared to 585 during the same period in 2018 keeping more adjudicated youth in the community to receive services. In addition, 54 Harris County youth were committed to the Texas Juvenile Justice Department so far in 2019 compared to the 135 within the same period in 2018 keeping more of our youth closer to home for services.

Using alternative approaches to detention has reduced the number of youth in Harris County's Juvenile Detention Center. The average daily population in the detention center for the current year is 176 compared to 203 in 2018. Included in this number are youth who are placed at the Harris County Psychiatric Center (HCPC). Through the help of the County Judges office, HCJPD was able to re-engage in a contract with HCPC to place detained youth in HCPC who suffer from significant mental health problems and youth with intellectual disabilities. Some of the common mental health disorders that our youth struggle with include severe mood disorders, anxiety, post-traumatic stress disorder, schizophrenia, autism, and severe behavior problems. Research continues to note that youth with mental health problems often function poorly in correctional environments and require unique interventions and services to maintain their functioning. The contract with HCPC allowed us to remove severely disturbed juveniles from our correctional facilities and place them in a more therapeutic environment. Prior to the renewal of this contract, our only option was to keep these youth within our correctional facilities. We struggled to provide appropriate direct care and clinical staff to effectively meet the needs of these youth.

In the first year under the new leadership, the Juvenile Board approved the closing of Burnett-Bayland Rehabilitation Center, one of three post-adjudicated facilities with the intent of re-purposing the campus into a day-treatment center. This change would enable HCPD to offer an additional community-based option for therapeutic and educational services utilizing a trauma informed care model. This center will collaborate with community-based organizations to provide vocational education and workforce development.

C) Discuss actions taken to drive efficiency and productivity in your department.

- Closed a residential facility decreasing the overall capacity of post-adjudicated beds in Harris County to a capacity that is in line with the number of youth

placed in county facilities.
- Reallocated staff from the closed facility to help fill open positions in the other residential facilities getting each facility closer to the required resident/staff ratio required by the Prison Rape Elimination Act (PREA)
- Increased accessibility and work hours of Court Juvenile Probation Officers to accommodate families improving the processing of assessments, diagnostics, and court reports thus reducing the number of court resets.
- Decentralized field supervision functions into the communities and away from office based supervision. This allows the juvenile probation officers to be engaged in the direct communities they work in and more familiar with resources in those communities.
- Increased diversion options available and having HCJPD staff connecting young people and their families directly to needed resources/services rather than rely on the juvenile justice system to deliver these resources.

D) Describe any new responsibilities your department assumed this year.

In the previous 4 years, about one out of every ten youth going before a juvenile court was committed to the State's juvenile justice system, the Texas Juvenile Justice Department. Youth committed to TJJD are typically those with more serious offenses and lengthier delinquent histories. To date, this year that number is about 1% keeping these youth either in their community or in closer to home in one of HCJPD's post-adjudicated facilities. This population requires a greater level of treatment requiring HCJPD to explore different correctional approaches to effectively serve these youth.

E) Specify any costs your department incurred this or last year that you won't have next year.

As part of transforming our system, HCJPD is placing emphasis the residential facilities with a focus on lessening the traditional correctional feel and creating a more therapeutic and normalized environment. To do this, HCJPD will spend significant funds (approximately $1,000,000) in furniture for the three facilities. Whereas this furniture is manufactured for institutional use, the design provides a less correctional feel. In addition, being that HCJPD will no longer vacate the Youth Village campus as planned, repairs and renovations are being made outside of the CIP to better utilize the space available. These renovations include a camera security system, a modern electronic locking system for all doors, repairs to the swimming pool, repairs to the dock, an outdoor visitation area, creating more multipurpose space for treatment, and creating staff workspace.

Form #1: Department Mission and Metrics

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

HCJPD utilizes various reports to track and evaluate internal performances. Each month, reports provide counts on referrals, action taken on referrals, court decisions made, caseload sizes, facility populations, status of cases, open positions, and so forth. Each month, if not more often, the executive team reviews budget reports allowing all areas of the departments to plan and adjust accordingly. In addition, an internal dashboard provides pertinent data related to various areas of the department.

Every manager that utilizes vendor services fills out a vendor evaluation form at the end of every year that addresses various aspect of the vendor's performance. Additionally, twice a year, HCJPD randomly samples participants to the various programs (youth and parents) to complete a program evaluation form designed to elicit their experiences and helpfulness of the program.

See attached reports. *HCJPD Executive Report with Summary-Dec 2018.pdf* *HCJPD Executive Report_Oct 2019.pdf* *Monthly Specialty Court Casefile Report - October 2019.xlsx* *Monthly Casefile Report for Field and Deferred - October 2019.xlsx*

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

The vast majority of HCJPD's county funds are expended on operational costs. Most programs and direct services expend State funds provided in the form of various grants. Each grant is very specific with how the funds are to be used and each has its own key measures set and monitored by the State. Recidivism rates are generally used to determine the extent a probation department is achieving its purpose.

See attached recidivism rates. *Recidivism Table.pdf*

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 840 - Juvenile Probation

FY19/20 General Fund Adopted Budget:	$85,053,000
Rollover Budget Received in FY19/20:	$5,788,353

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Administration Salaries: Executive, Human Resources, Training and Quality Assurance, Legal Services and Public Affairs, Budget and Support Services	$4,520,691	50					
2	Technology and Systems Development Salaries: Research, Computer Support, Application development, Data Control	$1,890,367	21					
3	Technology and Systems Development Salaries: Data Control part time position (1)	$25,792						
4	Residential Services Administration Salaries: Program Implementation Team, Behavior Support Specialists	$1,285,132	13					
5	Field Services Salaries: Administration, Probation Officers: CUPS Units, YESS program(Gang), RISE (serious offender), Service Learning, School Based Officers	$4,379,623	51					
6	Diversion and Intervention Services Salaries: Deferred North and South, Youth Service Center	$2,038,218	23					
7	Court/Intake Services Salaries: Administration, court officers, Pre- Adjudication Team, Intake Officers	$5,355,626	64					
8	Health Services Salaries: Administration, Specialty Courts/Programs: GRIP (gang), CARE, SOAR (drug), 360 (mental health), Dual Status (CPS/JPD), Assessment Unit, medical	$2,457,461	26					
9	Health Services Salaries: Mental Health- pshychiatrists, therapists, LSOTP, Psych interns, Therapeutic Connection Unit, Special Needs Prog, Comm Based Stabilization Unit	$2,269,076	26					
10	Education Services Salaries: JJAEP, ETC Day Center	$1,194,564	15					
11	Operating: gnrl office supplies,employee training and mileage, HR supplies and services, field offices, postage, radio charges, employee training, print shop services, telephone charges	$1,176,000						
12	Equipment: small equipment for field services, administration, support services	$3,300						
13	IT: Systems and Development, research, Data: software and equipment, system/security maintenance	$400,162						
14	Youth Services/Programs: Educational Advocacy, Community Youth Services, JJAEP constables, substance abuse counseling, horticulture program, ETC Day Center,mobile optometry svcs	$1,171,000						
15	Youth Services: Mental Health - contracted services; HCPC; Medical expenses for placement youth	$3,550,000						
16	Fleet: purchases, maintenance- fuel, repairs	$203,640						

Department: 840 - Juvenile Probation

	FY19/20 General Fund Adopted Budget:	$85,053,000
	Rollover Budget Received in FY19/20:	$5,788,353

#	Description	Amount	Count						
17	transfer- Out cash match requirement for GIFT grant	$148,855							
18	TJJD DISC MATCH	$4,372,621							
19	Detention Center- salaries: Facility administrators, juvenile supervision officers, instructional JSO's, unit and shift supervisors,behavior support specialists, medical staff	$23,719,376	322						
20	Detention Center: part time positions 9	$359,256							
21	Detention Center- Operating Expenses: office supplies, facility and equipment repair and maintenance, postage, janitor supplies, employee travel,employee CPR training/certification	$144,000							
22	Detention Center- Youth Provisions and clothing	$800,000							
23	Detention Center- equipment: Facility equipment,Capital equipment, IT equipment	$270,000							
24	Detention Center Youth services: sports, hair services, enrichment activities and supplies, educational supplies & equipment, TBRI program	$105,000							
25	Detention Medical: dental services, physician services, first aid supplies, medication, hygiene items, temporary nurses	$715,000							
26	Detention Center: fleet and maintenance	$147,900							
	Youth Village- salaries: Facility administrators, juvenile supervision officers, instructional JSO's, unit and shift supervisors, behavior support specialists,caseworkers, medical staff	$8,596,020	118						
	Youth Village: part time positions 4	$107,404							
27	Youth Village: Operating Expenses: office supplies, facility and equipment repair and maintenance, postage, janitor supplies, employee travel,employee CPR training/certification	$104,920							
28	Youth Village- Youth Provisions and clothing	$362,000							
29	Youth Village- equipment: Facility equipment,Capital equipment, IT equipment	$1,245,750							
30	Youth Village Youth services: sports, hair services, enrichment activities and supplies, educational supplies & equipment, TBRI program, Center for Success GIRLS program	$639,850							
31	Youth Village Medical: dental services, physician services, first aid supplies, medication, hygiene items, temporary nurses	$319,100							
32	Youth Village: fleet and maintenance	$38,250							
33	Leadership Academy- salaries: Facility administrators, juvenile supervision officers, instructional JSO's, unit anf shift supervisors, medical staff	$7,221,741	95						
34	Leadership Academy: part time positions 7	$200,361							

Department: 840 - Juvenile Probation

	FY19/20 General Fund Adopted Budget:	$85,053,000
	Rollover Budget Received in FY19/20:	$5,788,353

35	Leadership Academy- Operating Expenses: office supplies, facility and equipment repair and maintenance, postage, janitor supplies, employee travel,employee CPR training/certification	$51,100						
36	Leaership Academy- Youth Provisions and clothing	$377,350						
37	Leadership Academy- equipment: Facility equipment,Capital equipment, IT equipment	$81,200						
38	Leadership Academy Youth services: sports, hair services, enrichment activities and supplies, educational supplies & equipment, TBRI program	$62,100						
39	Leadership Academy Medical: dental services, physician services, first aid supplies, medication, hygiene items, temporary nurses	$239,700						
40	Leadership Academy: fleet and maintenance	$106,700						
41	Furniture purchases for Facilities: Detention,Youth Village, Leadership Academy PJ19939-	$1,077,599						
42								

Department-Estimated Totals	$83,533,805	824	0	$0	0.0%	

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

2018 Year End Summary Brief

In 2018, the department received 11,076 referrals, averaging 923 referrals per month, which involved 6,683 youth. Although referral activity exhibited a nominal increase when compared with 2017 data (0.2%), serious offenses, to include misdemeanors A/B and felonies, rose by 652 offenses, resulting in a 10.6% increase. Felonies showed a higher rate of increase, 11.8%, than did misdemeanors A/B at 10.0%.

Felony referrals comprised 19.0% of the total referred, the largest increase in 27 years. The felony offense categories contributing to this significant upturn include felony assault (41.2%), felony drugs (174.1%), and felony other (63.4%). For 2018, the top 10 felonies represent 57.4% of the total felonies referred; whereas, the top 10 misdemeanors denote 74.7% of all misdemeanor A/B referrals. The number of youth charged with homicide in 2018 include 12 males and four females, averaging 15 years of age. Of the 16 youth referred for murder, there were 13 actual deaths.

Petitions filed and the representative youth reflect minimal fluctuation from the previous year. In 2018, 7.8% of eligible youth were assigned to the Texas Juvenile Justice Department (TJJD), thus diverting 92.2% of these youth from the state juvenile prison system. In addition, the department revealed a sizeable reduction (-26.0%) of youth committed to TJJD from 200 in 2017 falling to 149 in 2018. The juvenile courts certified 17 youth in 2018 and denied certification for one juvenile. This represents a 26.1% decrease of youth certified from 2017 to 2018. Field supervision caseloads for community and specialized supervisions remained relatively steady with a monthly average of 1,619 and 746 respectively. However, for the first time in recent history, deferred adjudications outpaced adjudications under the community supervision type. Thus, formalized probation youth are now more likely to be placed on deferred adjudication or deferred prosecution. This is further exemplified in the 12.7% increase of average caseloads for deferred prosecution supervision from 355 in 2017 up to 400 in 2018.

Youth placed in Harris County Juvenile post-adjudicated facilities fell from 816 in 2017 down to 673, a 17.5% decline. Conversely, private placements reveal an increase of 17.5% or seven additional youth from the previous year. There was a growth of 8.8% in youth admitted to the Juvenile Justice Center's detention facility from 2,532 in 2017 up to 2,754 in 2018. In contrast, the average daily population of the detention facility fell to 202, a decline from the average daily population of 245 in 2017.

JUVENILE PROBATION DEPARTMENT
Henry Gonzales, Executive Director
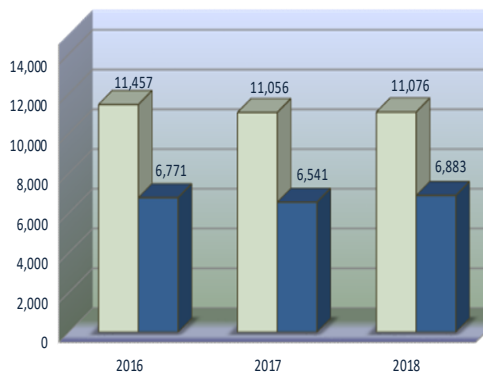
Executive Monthly Activity Report – December, 2018

2018 Referrals

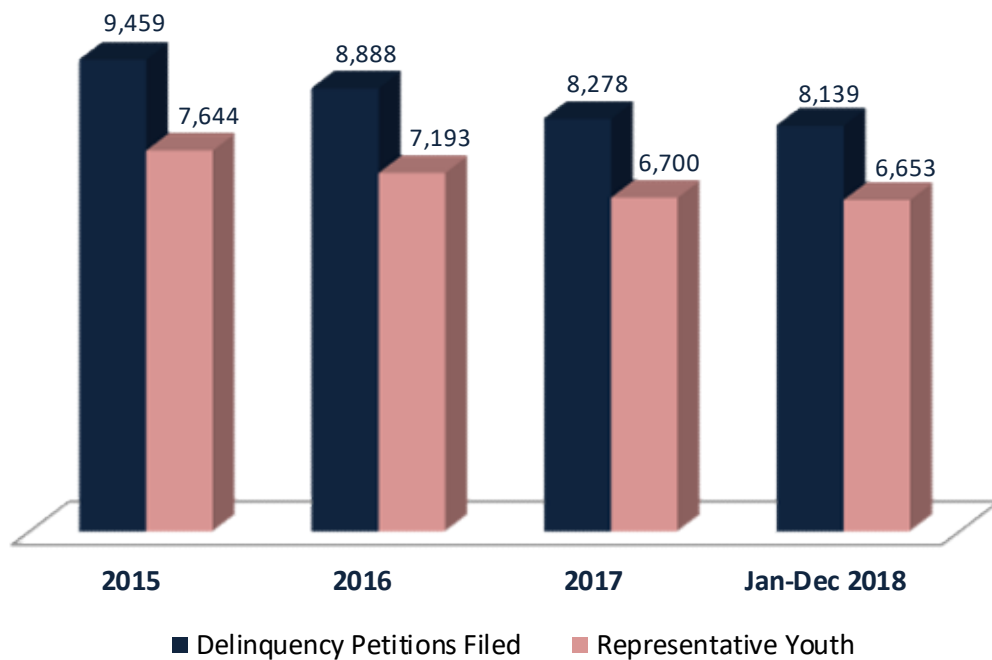| Charges Received	
January	818
February	1,121
March	1,121
April	1,192
May	1,225
June	740
July	675
August	733
September	819
October	946
November	875
December	811
TOTAL	11,076
AVERAGE	923
YOUTH	6,883

Harris County Census Data Comparisons*

	Census Data*	Delinquent Conduct Referrals	Rate/100,000	Felony Referrals	Rate/100,000	Murder Referrals	Rate/100,000
2006	451,874	11,790	2,609	3,850	852	16	4
2007	454,279	10,974	2,416	3,594	791	14	3
2008	453,639	10,333	2,278	3,107	685	27	6
2009	452,494	10,795	2,386	2,899	641	16	4
2010	453,180	9,845	2,172	2,398	529	18	4
2011	458,330	8,554	1,866	2,231	487	10	2
2012	432,521	7,988	1,847	2,038	471	8	2
2013	436,452	7,496	1,717	2,019	463	9	2
2014	440,692	7,188	1,631	2,024	459	8	2
2015	444,725	7,153	1,608	2,123	477	7	2
2016	449,049	6,631	1,477	2,008	447	9	2
2017	465,065	6,165	1,326	1,876	403	10	2

*Census Project Data for youth aged 10-17

Charges Received as Compared to Youth Involved
January - December 2016-2018

Delinquent Conduct Referrals
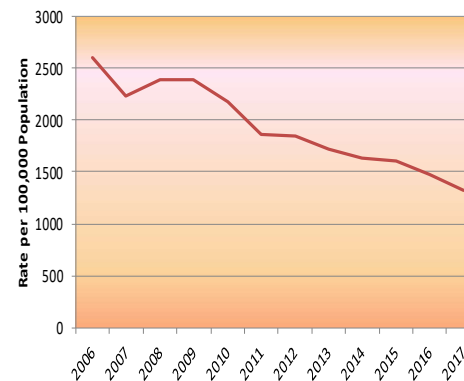
Felony Referrals

Murder Referrals

Type of Charge Based on Crime Category

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	% TOTAL
Person (Felony)	51	84	78	121	96	55	61	65	81	83	83	62	920	8.3%
Person (Misdemeanor)	83	108	122	152	153	42	43	54	90	108	103	89	1147	10.4%
Property (Felony)*	56	55	51	49	48	50	41	45	66	44	39	31	575	5.2%
Property (Misdemeanor)	111	111	88	135	166	64	86	92	68	108	74	99	1202	10.9%
Illegal Substance	80	147	160	165	156	59	45	58	90	131	127	109	1327	12.0%
All Others	95	228	194	217	211	130	61	112	110	121	125	110	1714	15.5%
CHINS	12	32	19	26	15	18	16	9	15	15	17	13	207	1.9%
Violations of Probation	81	61	49	75	96	61	45	45	55	72	67	60	767	6.9%
Administrative Offenses	249	295	360	252	284	261	277	253	244	264	240	238	3217	29.0%
TOTAL	818	1121	1121	1192	1225	740	675	733	819	946	875	811	11076	100.0%

Felony Crimes Against Property*
January - December 2016-2018

2016	2017	2018
728	682	575
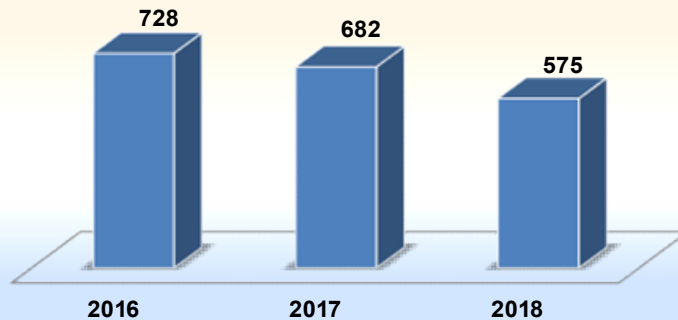
*Arson, Burglary, Theft, Auto Theft, Unauthorized Use of a Motor Vehicle, and Criminal Mischief.

Felony Crimes Against Persons*
January - December 2016-2018

2016	2017	2018
840	803	920
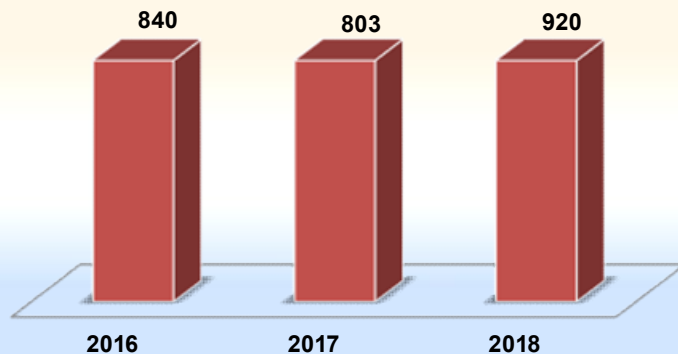
*Murder, Robbery, Assault, and Sexual Assault.

"...reassure our young people that they can overcome certain obstacles and go on to become productive members of society." 2010 Annual

Cases Assigned and Disposed
January - December 2018

	313th		314th		315th		TOTALS	
	Assigned	Disposed	Assigned	Disposed	Assigned	Disposed	ASSIGNED	DISPOSED
Petitions*	2845	3355	2533	3281	2761	3480	8139	10116
Youth Involved	2326	2560	2091	2488	2236	2490	6653	7538

*Cases that are off the docket, withdrawn, under advisement, passed, or included with another referral have been deleted from these counts.

Petitions Filed and Representative Youth

	Delinquency Petitions Filed	Representative Youth
Jan-Dec 2018	8,139	6,653
2017	8,278	6,700
2016	8,888	7,193
2015	9,459	7,644

Court Activity*
January - December 2018

COURT DECISIONS	Black Female	Black Male	Hispanic Female	Hispanic Male	White Female	White Male	Other Female	Other Male	DECISION YOUTH	DECISION TOTAL
Certification	0	7	1	7	0	1	1	0	17	26
Certification Denied	0	1	0	0	0	0	0	0	1	1
Certification Reversed	0	0	0	1	0	0	0	0	1	1
CPS Involvement	7	12	2	3	0	3	0	0	27	33
Deferred Adjudication	261	486	170	452	117	309	4	14	1813	1934
Early Termination of Probation	22	98	18	78	12	25	0	0	253	392
Non-Suit/Dismissed	309	854	188	648	116	388	6	16	2525	2925
Not Found CHINS or Delinquent	0	1	0	0	0	1	0	0	2	3
Passed	77	176	34	96	20	49	1	6	459	1030
Passed/Writ	45	110	23	81	10	24	0	3	296	549
Probation*	185	686	136	570	51	177	2	6	1813	3510
Probation - Determinate Sentencing**	3	19	2	12	0	4	0	0	40	45
Probation/Restitution*	17	103	1	68	0	20	1	1	211	228
TDC - Bound Over	1	7	0	4	0	1	0	1	14	19
TJJD	3	72	5	27	1	9	0	0	117	178
TJJD - Determinate Sentencing**	1	24	0	12	0	2	0	0	39	50
Other	118	440	78	324	39	132	4	5	1140	1648
TOTAL	1049	3096	658	2383	366	1145	19	52	8768	12572

*Includes Changes of Custody. Youth may be counted multiple times if received multiple decisions within the noted time period.
**Approximate numbers – using declared determinate sentencing (DDS) as court result.

Youth Comparison
January - December 2017 / 2018
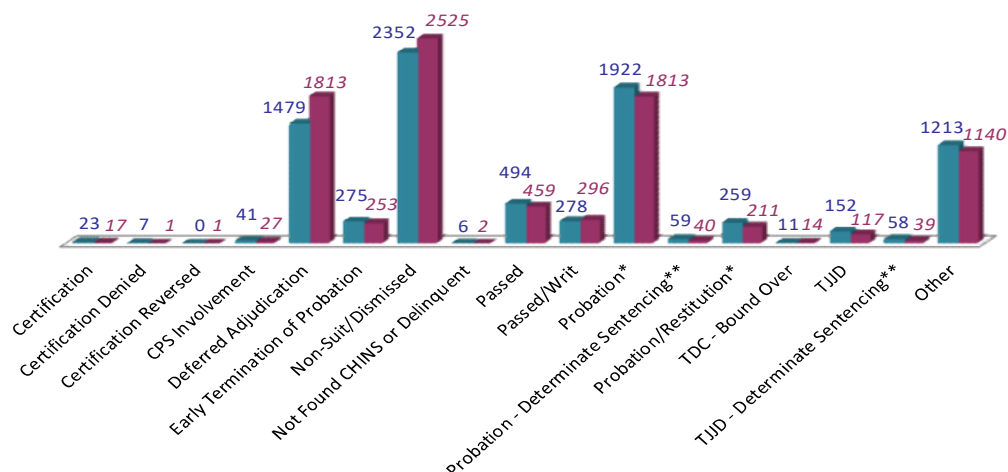
TJJD Dispositions by Court

Disposition Year	Disposition	313th		314th		315th		TOTAL	TOTAL
		Youth	Dispositions	Youth	Dispositions	Youth	Dispositions	Youth	Dispositions
Jan-Dec 2018	TJJD	63	99	63	90	23	37	**149**	**226**
2017	TJJD	79	142	86	122	35	67	**200**	**331**
2016	TJJD	68	117	53	67	31	57	**152**	**241**
2015	TJJD	69	107	72	99	36	54	**177**	**260**

TJJD Commitments By Court (Youth)
January - December 2018

- 315th **16%**
- 313th **42%**
- 314th **42%**
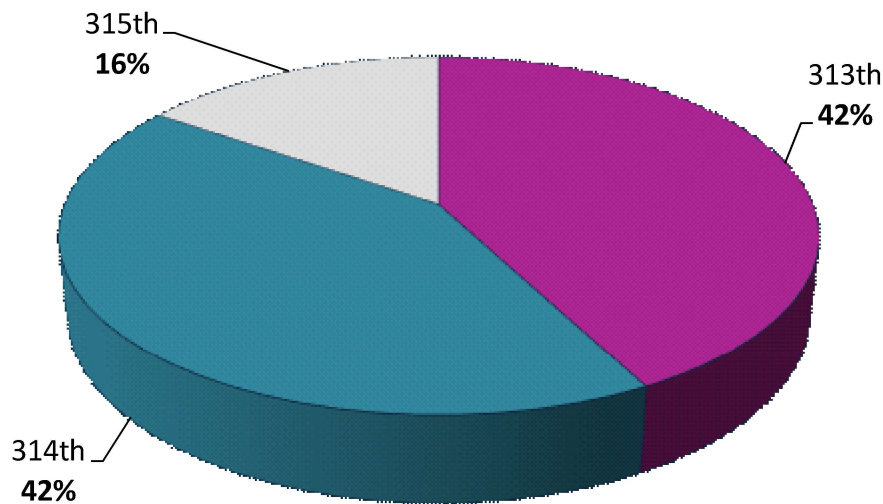
Disposition Type 2018	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL Youth
TJJD	11	8	7	11	12	9	11	15	8	9	1	8	110
TJJD-Determinate Sentence	2	2	6	1	5	3	3	1	3	8	4	1	39
TOTAL	13	10	13	12	17	12	14	16	11	17	5	9	149

If a youth received both a TJJD and TJJD-Determinate Sentence, the youth is shown only for the TJJD-Determinate Sentence.

Certifications

Disposition Year	Court			Youth Total	Petition Total
	313	314	315		
2018	8	6	3	17	26
2017	7	10	6	23	37
2016	14	16	8	38	66
2015	11	10	7	28	46
2014	11	20	3	34	63
2013	17	11	9	37	44
2012	16	15	1	32	47
2011	16	19	3	38	53
2010	27	14	19	60	87
2009	22	18	20	60	84
2008	34	31	23	88	135
2007	40	26	16	82	114
2006	42	26	22	90	120

Certifications by Court (Youth)
January - December 2018

315th **18%**

313th **47%**

314th **35%**

Most Serious Charge Activity*

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Jan-Dec 2018
Homicide	14	27	16	18	10	8	9	8	7	9	10	16
Arson	29	53	56	52	43	47	31	43	47	32	28	25
Felony Assault	351	328	336	351	303	295	304	279	331	352	289	408
Sexual Assault	171	149	148	142	142	128	113	67	68	115	100	106
Robbery	374	351	345	324	282	263	357	326	436	364	404	390
Burglary	703	685	788	552	542	514	450	447	340	293	258	168
Felony Theft	106	84	110	84	99	110	117	144	110	116	118	97
Auto Theft	39	33	22	22	32	32	20	19	31	27	24	24
Unauthorized Use of MV	222	183	153	122	130	101	106	163	198	228	218	216
Felony Drugs	740	407	349	309	232	183	159	174	153	104	54	148
Mischief/Felony	84	59	82	53	51	62	57	62	69	32	36	45
Evade/Resist Arrest Felony	85	81	80	55	50	53	60	69	109	136	135	124
Other - Felony	409	472	399	313	313	242	236	223	224	200	202	330
Serious Offense Totals	3327	2912	2884	2397	2229	2038	2019	2024	2123	2008	1876	2097
Total Referrals	23,164	20,885	19,828	17,978	15,873	14,402	13,793	12,492	12,249	11,457	11,056	11,076
Serious Offense Percent	14%	14%	15%	13%	14%	14%	15%	16%	17%	18%	17%	19%

This chart contains selected offense categories which are summed and shown as a percentage of ALL ACTIVITY TOTALS

Five Year Offense Comparison Percentage Change, 2013-2017

Offense	% Change
Other - Felony	-14.4%
Felony Evade/Resist Arrest	125.0%
Felony Mischief	-36.8%
Felony Drugs	-66.0%
Unauthorized Use of MV	105.7%
Auto Theft	20.0%
Felony Theft	0.9%
Burglary	-42.7%
Robbery	13.2%
Sexual Assault	-11.5%
Felony Assault	-4.9%
Arson	-9.7%
Homicide	11.1%
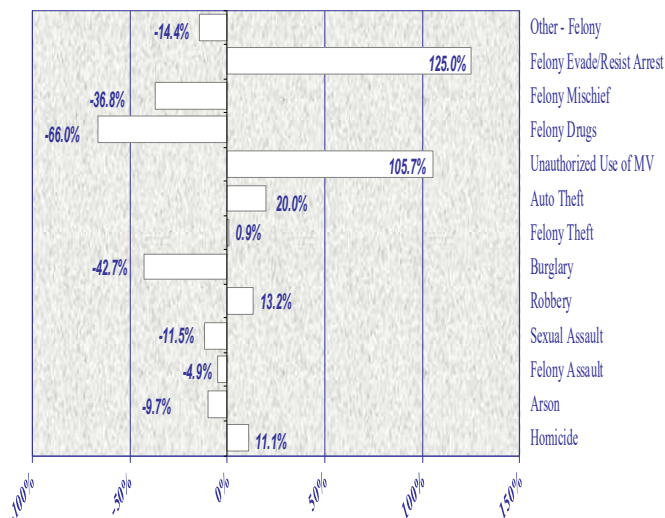
Most Current Completed Year Comparison Percentage Change, 2016-2017
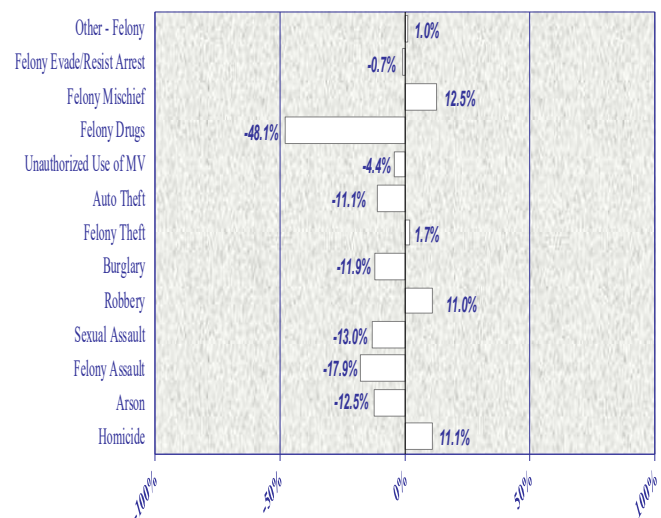
Offense	% Change
Other - Felony	1.0%
Felony Evade/Resist Arrest	-0.7%
Felony Mischief	12.5%
Felony Drugs	-48.1%
Unauthorized Use of MV	-4.4%
Auto Theft	-11.1%
Felony Theft	1.7%
Burglary	-11.9%
Robbery	11.0%
Sexual Assault	-13.0%
Felony Assault	-17.9%
Arson	-12.5%
Homicide	11.1%

The following table presents a comparison of *January-December 2017* referral activity as contrasted to *January-December 2018* referral activity. During this month, the data shows an overall 0.2*% increase* in referral activity. Notable increases were found for Felony Drugs (174.1%), Felony Other (63.4%), Homicide (60.0%), and Misdemeanor A/B Other (51.8%). Several decreases include Burglary (-34.9), Misdemeanor A/B Evade/Resisting Arrest (-19.9%), Felony Theft (-17.8%), and Misdemeanor A/B Theft (-16.0%). Less serious offenses declined by 29.6%.

There were 16 referrals* for homicide during January-December 2018, compared to 10 for the same time period of 2017.

Offense Charge per Referral*

Offense	Black Female	Black Male	Hispanic Female	Hispanic Male	White Female	White Male	Other Female	Other Male	Jan-Dec 2017	Jan-Dec 2018	Jan-Dec % Change
Homicide*	1	4	1	8	1	0	1	0	10	16	60.0%
Arson	2	9	0	5	1	8	0	0	28	25	-10.7%
Assault - Felony	78	143	34	82	17	48	1	5	289	408	41.2%
- MA/MB	238	338	119	210	91	138	3	3	853	1140	33.6%
Sexual Assault	3	29	2	39	0	33	0	0	100	106	6.0%
Robbery	13	248	9	87	3	27	1	2	404	390	-3.5%
Burglary	5	69	3	63	3	24	0	1	258	168	-34.9%
Theft - Felony	2	63	2	18	4	8	0	0	118	97	-17.8%
- MA/MB	136	215	50	87	52	62	5	3	726	610	-16.0%
Auto Theft	1	5	1	14	1	2	0	0	24	24	0.0%
Unauthorized Use of a Motor Vehicle	16	101	10	64	3	21	0	1	218	216	-0.9%
Drugs - Felony	4	19	14	52	20	36	1	2	54	148	174.1%
- MA/MB	61	212	120	447	86	223	4	9	1054	1162	10.2%
Mischief/Felony	4	19	2	12	3	4	0	1	36	45	25.0%
- MA/MB	32	72	9	48	4	32	0	0	179	197	10.1%
Evade/Resisting Arrest Felony	3	53	4	56	1	7	0	0	135	124	-8.1%
- MA/MB	39	185	25	116	9	46	0	2	527	422	-19.9%
DWI - MA/MB	0	1	3	8	0	1	0	0	11	13	18.2%
Trespass - MA/MB	28	152	32	129	9	35	1	2	420	388	-7.6%
Other - Felony	34	108	17	92	16	57	0	6	202	330	63.4%
- MA/MB	76	235	56	215	35	165	1	5	519	788	51.8%
Sub-Total	**776**	**2280**	**513**	**1852**	**359**	**977**	**18**	**42**	**6165**	**6817**	**10.6%**
Assault - MC	0	5	0	2	0	0	0	0	9	7	-22.2%
Theft - MC	2	3	0	1	0	1	0	0	4	7	75.0%
Drugs - MC	0	0	0	0	0	4	0	0	1	4	300.0%
Other - MC	1	1	0	8	2	9	0	0	12	21	75.0%
Disorderly Conduct	1	0	0	0	0	0	0	0	7	1	-85.7%
City Ordinance Violations	0	1	0	1	1	0	0	0	5	3	-40.0%
Violations of Probation	79	369	35	222	13	47	1	1	1112	767	-31.0%
Sub-Total	**83**	**379**	**35**	**234**	**16**	**61**	**1**	**1**	**1150**	**810**	**-29.6%**
Runaways - CINS	14	23	34	25	29	38	2	0	206	165	-19.9%
Other CINS	1	8	6	14	3	10	0	0	1	42	4100.0%
TJJD Runaways	1	11	1	9	1	2	0	0	9	25	177.8%
Administrative Actions *	268	1224	283	1035	85	297	11	14	3525	3217	-8.7%
Sub-Total	**284**	**1266**	**324**	**1083**	**118**	**347**	**13**	**14**	**3741**	**3449**	**-7.8%**
GRAND TOTAL	**1143**	**3925**	**872**	**3169**	**493**	**1385**	**32**	**57**	**11056**	**11076**	**0.2%**

*Administrative Actions may include: motion to modify order, hold as material witness, request for change of custody, issuance of pick-up order, or motion for release and transfer. *Of the 16 homicide offense referrals for 2018, there were 13 actual deaths.

Top 10 Felony and Misdemeanor Offenses: January - December 2018*

Felony Offenses - January - December 2018
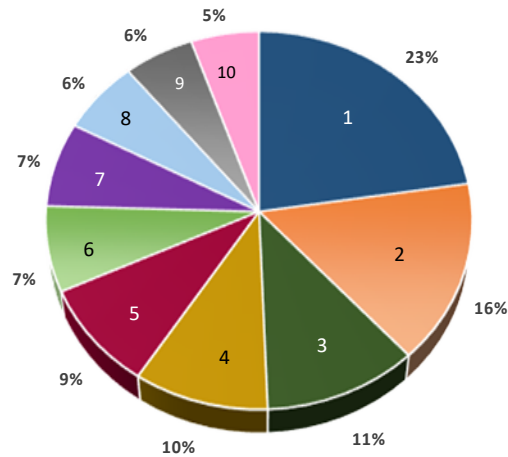
RANK	Top 10 Felony Offenses	Jan-Dec 2018
1	AGGRAVATED ROBBERY/DISPLAYING WEAPON/SERIOUS BODILY INJURY	272
2	UNAUTHORIZED USE OF A MOTOR VEHICLE	187
3	ASSAULT PUBLIC SERVANT	135
4	EVADING ARREST DETENTION W/VEHICLE	118
5	ROBBERY/CAUSES BODILY INJURY/THREATS BOD.INJURY/DEATH	108
6	AGGRAVATED ASSAULT-USES DEADLY WEAPON	88
7	BURGLARY OF HABITATION	87
8	BURGLARY OF A BUILDING	76
9	POSSESSION CONTROLLED SUBSTANCE <28g DRUG FREE ZONE	67
10	AGGRAVATED SEXUAL ASSAULT CHILD UNDER 14 YEARS OF AGE	65
	TOTAL	**1203**

RANK	Top 10 Misdemeanor Offenses	Jan-Dec 2018
1	ASSAULT - CAUSES BODILY INJURY TO ANOTHER	774
2	POSSESSION OF MARIJUANA <= 2 OZ DRUG FREE ZONE	746
3	THEFT AND CONTROL OF PROPERTY >=$100 <=$750	405
4	EVADING ARREST DETENTION	357
5	ASSAULT-FAMILY MEMBER	356
6	POSSESSION OF MARIJUANA FOR PERSONAL USE-LESS THAN 2OZ(57GM)	297
7	CRIMINAL TRESPASS - GENERAL	169
8	TERRORISTIC THREAT - GENERAL	147
9	CRIMINAL MISCHIEF - $100 - $750 PROPERTY DAMAGE	144
10	THREATEN EXHIBIT/USE FIREARM SCHOOL/BUS	133
	TOTAL	**3528**

Misdemeanor Offenses - January - December 2018
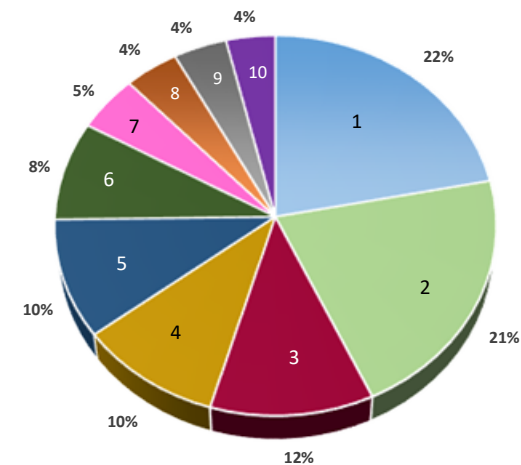
*Top 10 Felony and Misdemeanor Offenses are based on the current year and subject to change in the next reporting month.

Supervision Activity*

2018 Type of Probation Service	Current Year Jan - Dec Caseload	Current Year JPO Avg	Current Month December Caseload	Current Month JPO Avg
Community Supervision	**1619**	33	**1669**	30
Adjudication	789		863	
Deferred Adjudication	830		806	
Specialized Supervision	**746**		**743**	
Mental Health	117	17	127	18
Sex Offender	70	13	67	14
Female Intervention	44	11	51	13
Intensive	350	14	305	14
YESS Program	127	12	129	12
Dual Status Unit	38	19	64	17
Deferred Prosecution	**400**		**343**	
90-Day	192	8	157	8
90-Day (Under Age 12)	10	6	3	2
180 Day	198	23	183	23
Total	**2765**		**2755**	

Probation Service Average Caseload 2015 - 2017
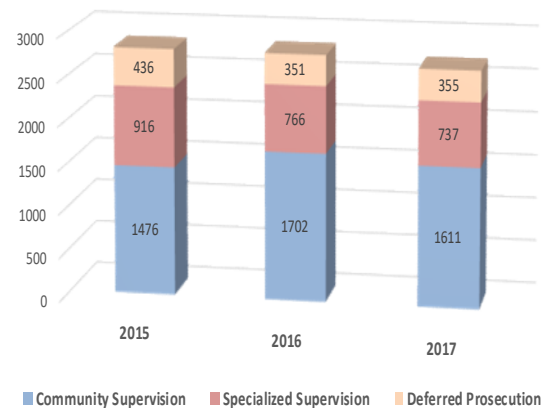
*Youth caseload is based on a daily caseload average for the time period shown. JPO caseload average is calculated using the last JPO of record.
DP90 (Under Age 12) began September 1, 2017. As of March 1, 2018, Aftercare supervision merged into Intensive supervision.

Specialized Court Activity**
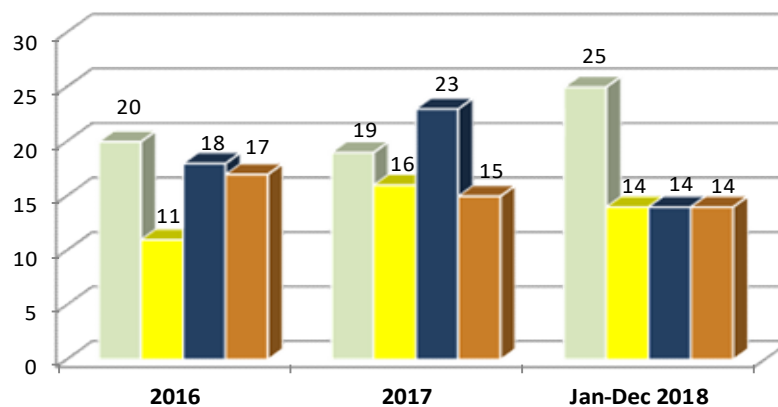
**Specialized Court Activity represents average youth count for the time period shown.
Effective September 1, 2017, the Girls Court changed to the CARE Court.

*Dual Supervision Status**

ORIGINATING AREA
December 2018

- Region 6A - Harris County
- Region 6B - Surrounding Counties
- Out of County

71 / 61%
34 / 29%
11 / 10%
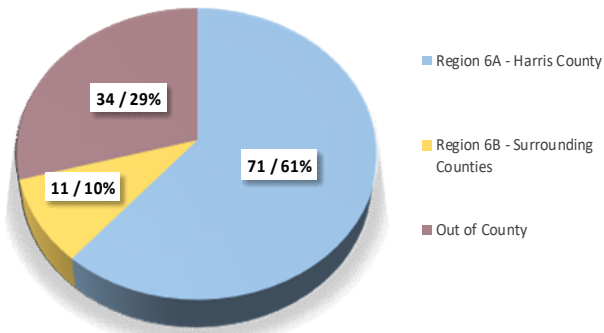
CJPO CUSTODY / DFPS CONSERVATORSHIP
FACILITY TYPE / December 2018

- County Facility - Detention
- County Facility (Post-adjudication)
- Private Facility (Post adjudication)

1 / 5%
7 / 37%
11 / 58%
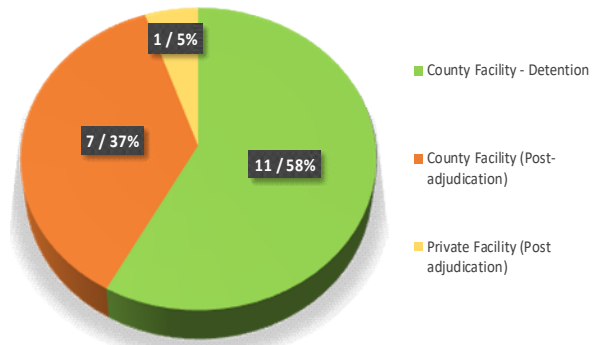
JUVENILE JUSTICE**
December 2018

	Pending Court	Probation - Field Supervision	Probation - CJPO Custody	Out of County Supervision	Indirect
	45	60	8	2	1
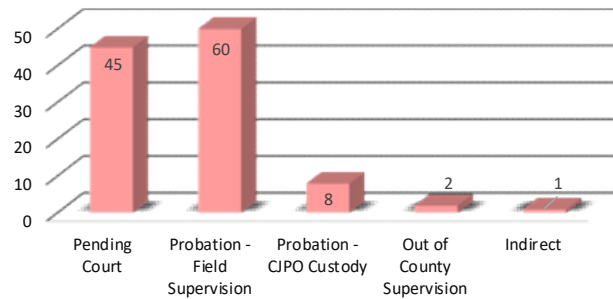
Status*	Current Year Jan - Dec 2018	Current Month December
	Average Youth	Youth
ORIGINATING AREA		
Region 6A - Harris County	66	71
Region 6B - Surrounding Counties	11	11
Out of County	33	34
TOTAL	110	116
JUVENILE JUSTICE**		
Pending Court	45	45
Probation - Field Supervision	42	60
Probation - CJPO Custody	9	8
Out of County Supervision	13	2
Indirect	3	1
TOTAL	110	116
CJPO CUSTODY / DFPS CONSERVATORSHIP- FACILITY TYPE		
County Facility - Detention	13	11
County Facility (Post-adjudication)	8	7
Private Facility (Post adjudication)	0	1
TOTAL	22	19

*Dual Supervision are youth involved with both Harris County Juvenile Probation Department (HCJPD) and the Department of Family and Protective Services (DFPS). Youth Count is based on a youth having an active supervision at the end of the reporting month. **If a youth has more than one supervision type, only the adjudicated supervision is shown.

Youth Admitted to Facilities*

Facilities	Year Ending 2016	Year Ending 2017	Jan-Dec 2018
Burnett-Bayland Reception Center	378	376	310
Drug Unit (BDU)	*92*	*102*	*80*
Beta Unit (BEU)	*0*	*0*	*16*
Brief Structural Intervention (BIU)	*197*	*185*	*115*
Phoenix Unit (BPU)	*83*	*74*	*88*
Sex Unit (BSU)	*6*	*15*	*11*
Leadership Academy (HLA)	246	242	233
Youth Village (HYV)	247	198	130
County Post-Adjudication Subtotal	**871**	**816**	**673**
Private Placement	56	40	47
Boys Town (BOY)	0	2	3
TMG/Hays County Juv Ctr (CCI)	5	0	0
Center for Success (CSI)	8	3	5
Glen Mills Schools (GMS)	15	9	12
Lakeside Academy (LSA)	1	0	0
Mingus Mountain Estate (MME)	4	7	2
Mountain Home Academy (MTN)	0	1	0
Pegasus Schools, Inc. (PGS)	6	3	7
Rockdale Justice Ctr (RJC)	8	7	0
Victoria County JJC (VIC)	3	6	3
We Care Treatment Ctr (WCT)	2	0	0
Woodward Academy (WWA)	4	2	15
All Post-Adjudication Subtotal	**927**	**856**	**720**
Detention Center* (DET)	2711	2532	2754
Detention Intervention Unit (DIU)	*0*	*0*	*10*
Detention Residential Assessment (DRU)	*850*	*771*	*642*
Detention Intervention Planning (GIP)	*51*	*22*	*24*
Detention Mental Health Unit (DPC)	*0*	*122*	*134*
Burnett-Bayland Detention (BDP)	187	85	55
Harris County Psychiatric (HCP)	123	2	0
TOTAL	**4849**	**4390**	**4339**

*Youth admitted is a count of individual youth, not the number of admits each may have had at that particular facility. If a youth was admitted at two different facilities he was counted once at each facility. Detention Girls Intervention was changed to Detention (Generating) Intervention Planning in February 2018. The Beta Unit at BBRC opened August 2018 and the Detention Intervention Unit launched in December 2018.

Average Daily Population - County Facilities*

2018 County Facilities (available beds)	Current Year January - December				Current Month December			
	Black	**Hispanic**	**White**	**Total**	**Black**	**Hispanic**	**White**	**Total**
Post - Adjudicated Facilities								
Burnett Bayland Rehabilitation Center (BBRC) (88)	31	26	7	65	34	18	7	59
Drug Unit (24)	7	14	3	23	8	9	1	18
Beta Unit (16)	4	3	1	6	6	4	0	10
Brief Structural Intervention (12)	4	3	1	8	2	1	0	3
Phoenix Unit (24)	15	5	1	21	16	2	1	19
Sex Unit (12)	4	3	2	9	2	2	5	10
Leadership Academy (96)	51	26	5	83	43	34	6	83
Harris County Youth Village (128)	34	20	9	64	29	19	8	56
Pre - Adjudicated Facilities								
Detention Center (250)	115	64	22	202	78	59	19	158
Detention Assessment Unit	11	7	3	21	9	5	2	15
Generating Intervention Planning	1	1	1	2	1	1	0	1
Detention Mental Health Unit	7	4	3	14	8	3	1	12
Detention Intervention Unit	6	2	0	8	6	2	0	8
BBRC Detention Unit (32)	7	2	2	9	2	1	1	4

County Facilities
Average Daily Population
2015 - 2017

■ BBRC ■ HCPC ■ HCLA ■ HCYV □ JJC Detention ■ BBRC Detention Unit

Average Daily Population - Private Facilities*

2018 Private Placement	Current Year January - December				Current Month December			
	Black	**Hispanic**	**White**	**Total**	**Black**	**Hispanic**	**White**	**Total**
Center for Success & Independence	1	1	1	3	1	1	1	3
Rockdale Justice Center	0	0	0	0	0	0	0	0
Victoria County JJC	1	2	1	3	0	1	1	2
Boys Town	1	0	0	1	1	0	0	1
Mingus Mountain Estate	2	1	2	2	2	0	0	2
Pegasus Schools, Inc.	2	1	1	3	3	2	1	6
Glen Mills Schools	4	3	1	7	3	2	0	4
Woodward Academy	2	3	2	5	3	4	4	12
Mountain Home Academy	0	1	0	1	0	0	0	0

*Average daily population (ADP) has been reconfigured to better align with national definitions. ADP is determined by bed utilization at a specific time-of-day (4 a.m.). Individual youth may be represented at more than one facility. Totals may not be exact due to rounding effects and other races not shown. Detention Girls Intervention was changed to Detention (Generating) Intervention Planning in February 2018. The Beta Unit at BBRC opened August 2018 and the Detention Intervention Unit launched in December 2018.

Murder Activity*

	2009	2010	2011	2012	2013	2014	2015	2016	2017	Jan-Dec 2018
Age										
10										
11										
12	2									
13					1					1
14	4		1			1			2	2
15		3	2	2	2	1	2	2	1	7
16+	10	15	7	6	6	6	5	7	7	6
TOTAL	**16**	**18**	**10**	**8**	**9**	**8**	**7**	**9**	**10**	**16**
Race/Sex										
Black Female	2	1	2						1	1
Black Male	8	11		1	8	4	6	3	7	4
Hispanic Female				1				1		1
Hispanic Male	5	6	7	4	1	4	1	4	2	8
Asian Female										
Asian Male										
White Female				1						1
White Male	1		1	1				1		
Other Female										1
Other Male										
TOTAL	**16**	**18**	**10**	**8**	**9**	**8**	**7**	**9**	**10**	**16**
School District										
Aldine	1		1	2		1			1	5
Alief	1			2		1		1	3	
Brazos School			2							
Cypress-Fairbanks		1		2		1			1	1
Galena Park	4	2			1			1		
Goose Creek						1				
Houston	4	2	2		2	2	4			6
Houston Can Academy			1		1					
Humble								1		
Katy	1							1		
Lamar								1		
North Forest	1	5			1					
Pasadena		1						1	1	
Clear Creek						1				
Spring	3	3			1		1			2
Spring Branch								1		1
Texans Can Academies									1	
GED								1		
Home School								1		
H.C.Education Dept.									1	
College/University	1									
Private/Parochial		3			2		1			
Out of County		1	2	1		1			1	1
Not Available			2	1	1			1	1	
TOTAL	**16**	**18**	**10**	**8**	**9**	**8**	**7**	**9**	**10**	**16**

*Of the 2018 homicide charges, there were thirteen (13) actual deaths. Please note referrals are not unique to individuals.

JUVENILE PROBATION DEPARTMENT

Henry Gonzales, Executive Director

Executive Monthly Activity Report – October, 2019

2019 Referrals	
January	662
February	647
March	650
April	752
May	656
June	401
July	389
August	412
September	483
October	577
November	
December	
TOTAL	5,629
AVERAGE	563
YOUTH	4,188

Criminal and Violation of Probation Referrals and Youth January - October 2017-2019
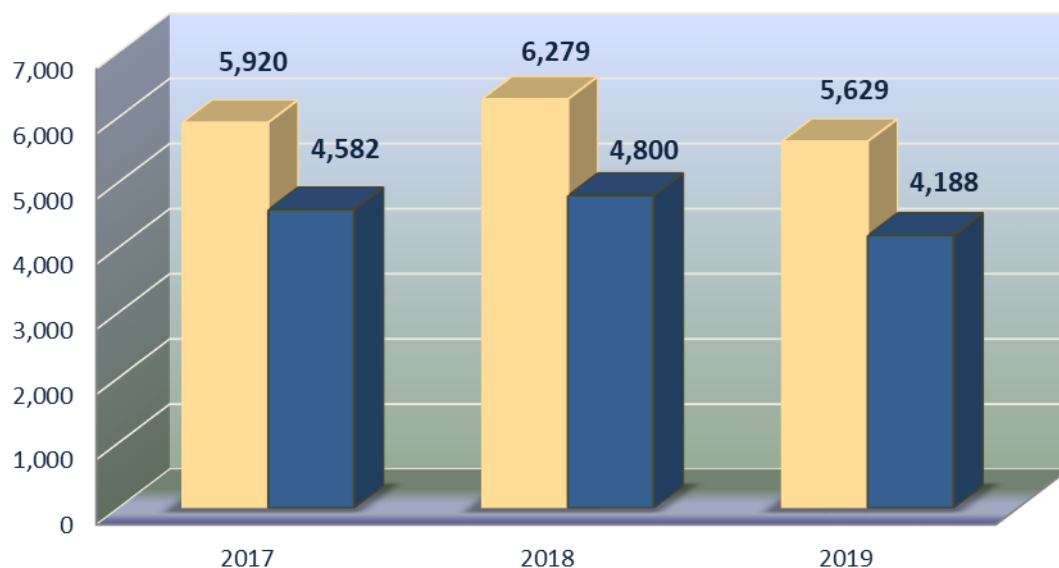
2017	2018	2019
5,920	6,279	5,629
4,582	4,800	4,188

Type of Charge Based on Crime Category

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	% TOTAL
Person (Felony)*	104	68	77	91	104	64	67	74	70	106			825	14.7%
Person (Misdemeanor)	101	133	87	162	105	52	43	66	115	130			994	17.7%
Property (Felony)*	57	49	55	92	54	57	59	42	61	61			587	10.4%
Property (Misdemeanor)	101	93	89	96	102	66	82	73	64	99			865	15.4%
Illegal Substance	125	143	158	127	115	22	23	46	21	19			799	14.2%
All Others	123	121	125	145	145	107	91	91	127	112			1187	21.1%
Violations of Probation (VOP)- Technical	34	32	52	21	23	19	19	14	23	28			265	4.7%
VOP - New Offense / Other Jurisdiction	17	8	7	18	8	14	5	6	2	22			107	1.9%
TOTAL	662	647	650	752	656	401	389	412	483	577	0	0	5629	100.0%

Felony Crimes Against Persons* January-October 2017-2019

2017	2018	2019
683	812	825

*Murder, Robbery, Assault, and Sexual Assault
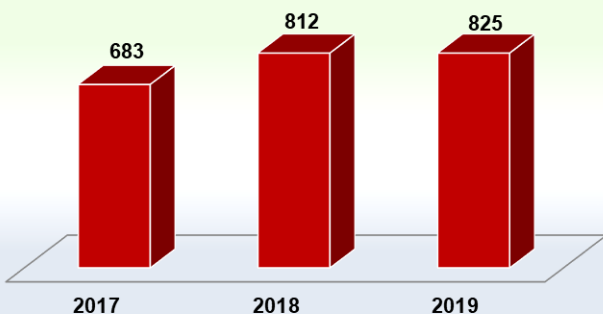
Felony Crimes Against Property* January-October 2017-2019

2017	2018	2019
583	504	587
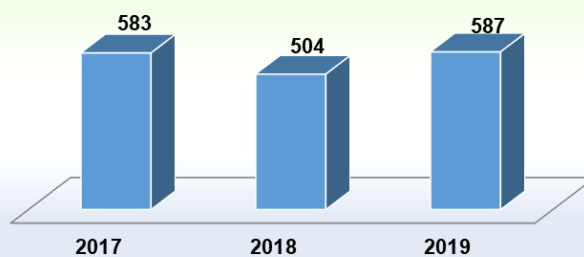
*Arson, Burglary, Theft, Unauthorized Use of a Motor Vehicle, and Mischief

JUVENILE PROBATION DEPARTMENT
Henry Gonzales, Executive Director

The following table presents a comparison of *January-October 2018* referral activity as contrasted to *January-October 2019* referral activity. During this time frame, the data shows a decrease (-10.4%) in referral activity. Notable **increases** were found for Drugs- Felony (46.6%), Evade/Resisting Arrest Felony (28.8%), and Robbery (20.7%). Several significant **decreases** include Other Felony (-52.2%), Drugs- Misd (-35.6%), and Trespass- MA/MB (-22.3%).

Offense Charge per Referral

Referral Type by Race & Gender	Black		Hispanic		White		Other		Jan-Oct	Jan-Oct	Jan-Oct
	Female	Male	Female	Male	Female	Male	Female	Male	2018	2019	% Change
Felonies											
Arson	1	6	1	9	0	5	0	0	22	22	0.0%
Assault - Felony	72	103	28	79	8	24	0	3	346	317	-8.4%
Auto Theft	2	11	1	13	0	6	1	0	21	34	61.9%
Burglary	3	99	8	65	1	16	0	1	153	193	26.1%
Drugs - Felony	5	14	21	78	16	32	1	6	118	173	46.6%
Evade/Resisting Arrest Felony	3	68	8	51	0	4	0	0	104	134	28.8%
Homicide	2	4	0	7	0	0	0	0	14	13	-7.1%
Mischief/Felony	4	9	1	13	0	3	0	0	38	30	-21.1%
Other	14	34	7	48	2	12	0	5	255	122	-52.2%
Other Personal	4	18	1	17	1	3	0	0	37	44	18.9%
Robbery	13	202	12	152	0	8	2	1	323	390	20.7%
Sexual Assault	1	18	0	30	0	12	0	0	92	61	-33.7%
Theft - Felony	5	59	2	18	7	6	1	1	79	99	25.3%
Unauthorized Use of a Motor Vehicle	8	93	16	72	2	16	2	0	191	209	9.4%
Sub-Total	**137**	**738**	**106**	**652**	**37**	**147**	**7**	**17**	**1793**	**1841**	**2.7%**
Misdemeanor A & B											
Assault	213	278	153	190	61	88	3	8	949	994	4.7%
Drugs	45	104	106	261	19	76	4	3	960	618	-35.6%
DWI - MA/MB	0	0	1	7	0	0	0	0	9	8	-11.1%
Evade/Resisting Arrest	22	171	26	149	8	20	0	2	370	398	7.6%
Mischief	19	48	5	53	5	17	0	1	172	148	-14.0%
Other	57	143	47	209	23	44	4	6	679	533	-21.5%
Theft	66	151	45	94	32	44	7	6	501	445	-11.2%
Trespass - MA/MB	31	108	21	76	10	23	0	3	350	272	-22.3%
Sub-Total	**453**	**1003**	**404**	**1039**	**158**	**312**	**18**	**29**	**3990**	**3416**	**-14.4%**
Violations of Probation											
Violation of Probation-Technical	41	79	43	78	7	15	1	1	375	265	-29.3%
Violation of Probation -New Off/Other Jurisdiction	7	51	4	41	0	4	0	0	121	107	-11.6%
Sub-Total	**48**	**130**	**47**	**119**	**7**	**19**	**1**	**1**	**496**	**372**	**-25.0%**
GRAND TOTAL	**638**	**1871**	**557**	**1810**	**202**	**478**	**26**	**47**	**6279**	**5629**	**-10.4%**

*Top 10 Felony and Misdemeanor Offenses: October 2019**

RANK	Top 10 Felony Offenses	Jan-Oct 2019	% of Total
1	AGGRAVATED ROBBERY/DISPLAYING WEAPON/SERIOUS BODILY INJURY	281	15.3%
2	UNAUTHORIZED USE OF A MOTOR VEHICLE	209	11.4%
3	EVADING ARREST DETENTION W/VEHICLE	126	6.8%
4	POSSESSION CONTROLLED SUBSTANCE <28g DRUG FREE ZONE	118	6.4%
5	ROBBERY/CAUSES BODILY INJURY/THREATS BOD.INJURY/DEATH	102	5.5%
6	ASSAULT PUBLIC SERVANT	100	5.4%
7	BURGLARY OF HABITATION	94	5.1%
8	BURGLARY OF A BUILDING	87	4.7%
9	AGGRAVATED ASSAULT-USES DEADLY WEAPON	75	4.1%
10	AGGRAVATED SEXUAL ASSAULT CHILD UNDER 14 YEARS OF AGE	44	2.4%
	TOTAL	**1236**	**67.1%**

RANK	Top 10 Misdemeanor Offenses	Jan-Oct 2019	% of Total
1	ASSAULT - CAUSES BODILY INJURY TO ANOTHER	669	19.6%
2	POSSESSION OF MARIJUANA <= 2 OZ DRUG FREE ZONE	425	12.4%
3	EVADING ARREST DETENTION	352	10.3%
4	ASSAULT-FAMILY MEMBER	310	9.1%
5	THEFT AND CONTROL OF PROPERTY >=$100 <=$750	273	8.0%
6	POSSESSION OF MARIJUANA FOR PERSONAL USE-LESS THAN 2OZ(57GM)	133	3.9%
7	CRIMINAL TRESPASS	123	3.6%
8	UNLAWFUL CARRYING OF WEAPONS - KNIFE, GUN OR CLUB	111	3.2%
9	CRIMINAL MISCHIEF - $100 - $750 PROPERTY DAMAGE	99	2.9%
10	BURGLARY OF MOTOR VEHICLE	98	2.9%
	TOTAL	**2593**	**75.9%**

*Top 10 Felony and Misdemeanor Offenses are based on the current year and subject to change in the reporting month.
Personal charges and Property charges are differentiated by color on the above tables.

Court Activity*
January – October 2019

YOUTH COURT DECISIONS	Black		Hispanic		White		Other		2019 Decision	2019 YOUTH	2018 Youth
	Female	Male	Female	Male	Female	Male	Female	Male			
Certification	0	0	0	3	0	2	0	0	7	5	15
TJJD Determinate Sentence	0	14	0	12	0	0	0	0	36	26	35
TJJD Commitment	1	16	0	9	0	2	0	0	47	28	101
Probation	76	278	72	352	12	40	3	6	1868	1352	1717
Placement	30	199	30	166	2	18	2	4	675	451	633
Field Supervision	83	298	79	368	12	45	3	6	1185	894	1073
Probation Other	2	2	0	1	0	2	0	0	8	7	11
Deferred Adjudication	182	304	157	324	42	102	6	11	1191	1128	1398
Non-Suit/Dismissed	96	236	79	170	27	63	1	2	1285	674	812
TOTAL	**355**	**848**	**308**	**870**	**81**	**209**	**10**	**19**	**4434**	**3213**	**4078**

Youth Comparison*
January - October 2018 / 2019

Certification: 0.4% / 0.2%
TJJD Determinate Sentence: 0.9% / 0.8%
TJJD Commitment: 2.5% / 0.9%
Placement: 15.5% / 14.0%
Field Supervision: 26.3% / 27.8%
Probation Other**: 0.3% / 0.2%
Deferred Adjudication: 34.3% / 35.1%
Non-Suit/Dismissed: 19.9% / 21.0%
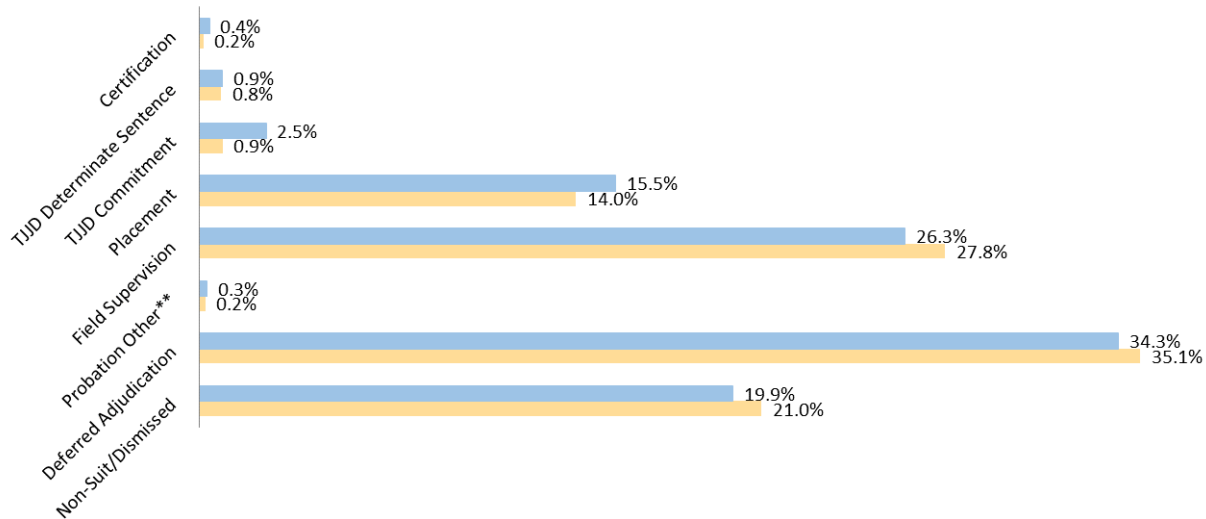
YOUTH COURT DECISIONS	Violations of Probation		TOTAL
	New Offense	Technical	
TJJD Determinate Sentence	0	2	2
TJJD Commitment	8	7	15
Probation	81	138	219
Placement	43	78	121
Field Supervision	38	60	98
Non-Suit/Dismissed	41	109	150
TOTAL	**130**	**256**	**386**

Certifications

Disposition Year	Court			Youth Total	Petition Total
	313	314	315		
Jan-Oct 2019	1	1*	1 / 2*	5	7
2018	8	5	3	16	25
2017	7	10	6	23	37
2016	14	16	8	38	66
2015	11	10	7	28	46

*Youth were older than HCJPD age of jurisdiction at the time of certification, even though the offense(s) were committed at younger ages.

TJJD Eligible Dispositions by Court

Disposition Year	Disposition	313th Youth	314th Youth	315th Youth	TOTALS Youth
Jan-Oct 2019	TJJD / TJJD Determinate	39	9	6	54
	Other Dispositions**	381	431	505	1317
2018	TJJD / TJJD Determinate	63	63	23	149
	Other Dispositions**	586	564	612	1762
2017	TJJD / TJJD Determinate	79	88	36	203
	Other Dispositions**	551	489	625	1665
2016	TJJD / TJJD Determinate	69	54	31	154
	Other Dispositions**	598	508	577	1683
2015	TJJD / TJJD Determinate	70	75	36	181
	Other Dispositions**	599	589	569	1757

*Other dispositions include: certification, placement in a county facility, field probation, deferred, and non-suit (dismissed).

TJJD Commitments vs. Eligible (Youth) January-October 2019

TJJD 3%
Eligible* 97%
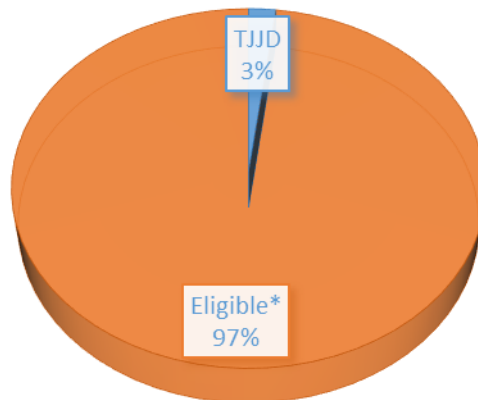
*Eligible: Youth with an eligible offense who were <u>not</u> committed to TJJD.

Disposition Type 2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL Youth
TJJD Determinate Sentence	3	3	4	0	0	1	4	3	5	3			26
TJJD Commitment	1	3	4	9	0	2	2	0	0	7			28
TOTAL	4	6	8	9	0	3	6	3	5	10	0	0	54

*If a youth received both a TJJD and TJJD-Determinate Sentence, the youth is shown only for the TJJD-Determinate Sentence

Youth Admitted to Facilities*			
Facilities	**Year Ending**		**Jan-Oct**
	2017	**2018**	**2019**
Burnett-Bayland Reception Center	376	310	113
Drug Unit	*102*	*80*	*39*
Young Offender Unit	*0*	*16*	*19*
Behavior Modification Unit	*185*	*115*	*0*
Phoenix Unit	*74*	*88*	*50*
Sex Unit	*15*	*11*	*5*
Leadership Academy	242	233	165
Youth Village	198	130	168
Girls Intense Trauma	*52*	*52*	*39*
Boys Intense Trauma	*80*	*41*	*49*
Restore (Boys) Program	*66*	*37*	*61*
Young Offenders (Boys) Unit	*0*	*0*	*19*
County Post-Adjudication Subtotal	816	673	446
Private Placement	40	47	9
Boys Town	2	3	1
Center for Success	3	5	0
Glen Mills Schools	9	12	0
Mingus Mountain Estate	7	2	0
Mountain Home Academy	1	0	0
Pegasus Schools, Inc.	3	7	7
Rockdale Justice Ctr	7	0	0
Victoria County JJC	6	3	0
Woodward Academy	2	15	1
All Post-Adjudication Subtotal	856	720	455
Detention Center*	2532	2755	1984
Detention Residential Assessment	*771*	*643*	*391*
Detention Mental Health Unit	*122*	*134*	*31*
Burnett-Bayland Detention	85	55	0
Harris County Psychiatric	2	0	75
TOTAL	4368	4307	2936

*Youth admitted is a count of individual youth, not the number of admits each may have had at that particular facility. If a youth was admitted at two different facilities he was counted once at each facility. The Young Offender Unit at BBRC opened August 2018

Average Daily Population - County Facilities*

2019 County Facilities (available beds)	Current Year January - October				Current Month October			
	Black	**Hispanic**	**White**	**Total**	**Black**	**Hispanic**	**White**	**Total**
Post - Adjudicated Facilities								
Burnett Bayland Rehabilitation Center (BBRC) (88)	29	26	5	60	0	0	0	0
Drug Unit (24)	5	12	1	18	0	0	0	0
Young Offender Unit (16)	5	5	1	11	0	0	0	0
Behavior Modification Unit (12)	2	1	0	3	0	0	0	0
Phoenix Unit (24)	15	6	1	22	0	0	0	0
Sex Unit (12)	2	2	2	5	0	0	0	0
Leadership Academy (96)	38	32	3	73	31	31	4	66
Harris County Youth Village (128)	35	27	7	68	42	31	5	78
Girls Intense Trauma	13	7	1	21	9	9	1	19
Boys Intense Trauma	9	11	2	22	9	13	0	22
Restore (Boys Program)	8	7	2	17	19	8	3	30
Young Offenders (Boys) Unit	6	2	1	8	5	2	1	8
Harris County Psychiatric Center - Post	2	1	1	4	1	1	0	2
Pre - Adjudicated Facilities								
Detention Center (250)	91	75	9	175	92	63	10	165
Detention Unit	77	62	5	144	75	55	9	140
Detention Assessment Unit	9	8	1	19	8	5	1	14
Harris County Psychiatric Center - Pre	5	5	2	12	9	3	0	12

County Facilities, Average Daily Population 2017 – 2019
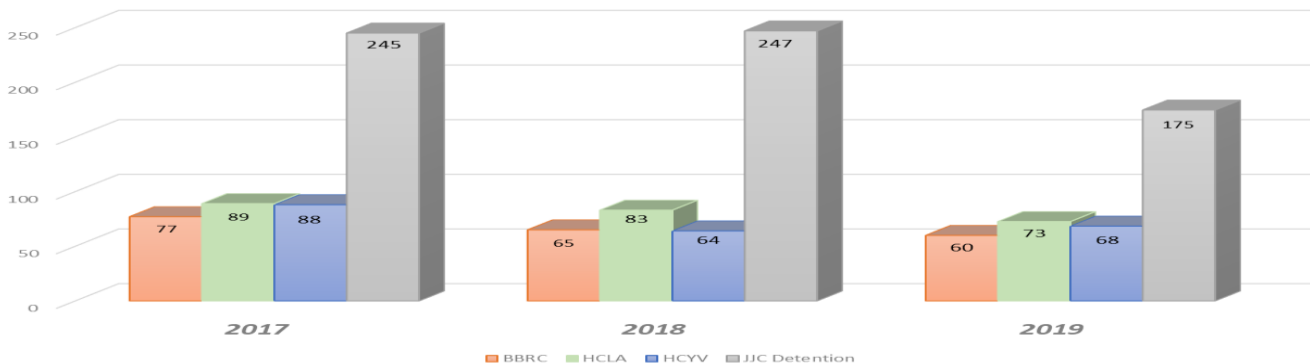
*Detention Unit Current Average Length of Stay 16.6 days

Average Daily Population - Private Facilities*

2019 Private Placement	Current Year January - October				Current Month October			
	Black	**Hispanic**	**White**	**Total**	**Black**	**Hispanic**	**White**	**Total**
Center for Success & Independence	0	0	1	1	0	0	0	0
Victoria County JJC	0	0	1	1	0	0	0	0
Boys Town	1	0	0	1	1	0	0	1
Mingus Mountain Estate	2	0	0	2	0	0	0	0
Pegasus Schools, Inc.	2	2	1	5	1	5	0	6
Glen Mills Schools	1	1	0	2	0	0	0	0
Woodward Academy	3	2	2	7	0	0	0	0

*Average daily population (ADP) has been reconfigured to better align with national definitions. Individual youth may be represented at more than one facility.

Supervision Activity*

2019 Type of Probation Service	Current Month October Caseload	JPO Avg
Community Supervision	**1593**	25
Adjudication	937	
Deferred Adjudication	656	
Specialized Supervision	**328**	
Mental Health	102	16
Sex Offender	62	14
RISE Program	46	4
YESS Program	90	11
Dual Status Unit	29	8
Deferred Prosecution	**439**	
90-Day	148	7
90-Day (Under Age 12)	1	1
90-Day (FIRST Program)	112	112
180-Day	174	22
180-Day (Fifth Ward)	4	4
Total	**2361**	

*Youth caseload is based on a daily caseload average for the time period shown. JPO caseload average is calculated using the last JPO of record.

Specialized Court Activity**
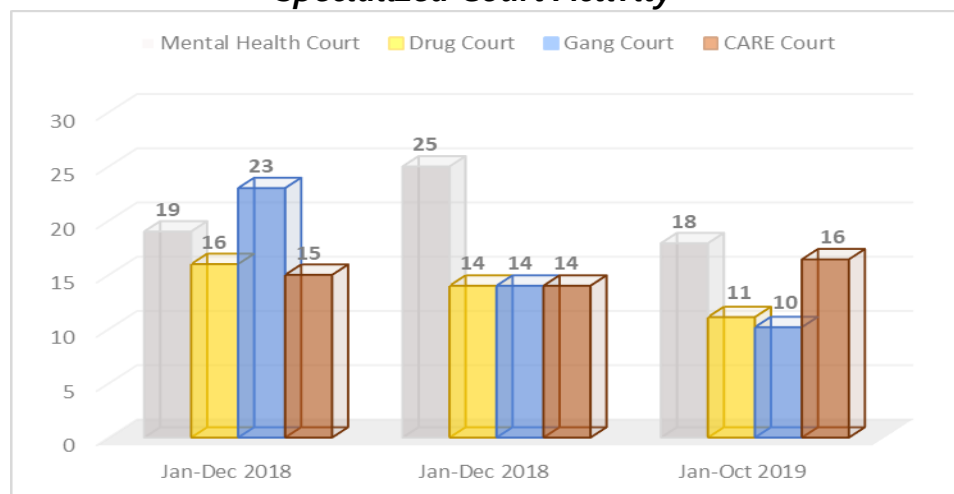
**Specialized Court Activity represents average youth count for the time period shown.

*Dual Supervision Status**

Status*	Current Year January - October 2019	Current Month October 2019
	Average Youth	*Youth*
ORIGINATING AREA		
Region 6A - Harris County	58	*49*
Region 6B - Surrounding Counties	6	*4*
Other Counties	19	*13*
TOTAL	83	*66*
JUVENILE JUSTICE*		
Pending Court	28	*25*
Probation - Field Supervision	39	*28*
Probation - CJPO Custody	4	*3*
Out of County Supervision	12	*10*
Indirect	1	*0*
TOTAL	83	*66*
CJPO CUSTODY / DFPS CONSERVATORSHIP- FACILITY TYPE		
County Facility - Detention	13	*8*
County Facility (Post-adjudication)	4	*3*
Private Facility (Post-adjudication)	0	*0*
TOTAL	16	*11*

*Dual Supervision are youth involved with both Harris County Juvenile Probation Department (HCJPD) and the Department of Family and Protective Services (DFPS). Youth Count is based on a youth having an active supervision at the end of the reporting month. **If a youth has more than one supervision type, only the adjudicated supervision is reported.

CJPO CUSTODY / DFPS CONSERVATORSHIP FACILITY TYPE / October 2019

- County Facility - Detention
- County Facility (Post-adjudication)
- Private Facility (Post-adjudication)

0 / 0%
3 / 27%
8 / 73%
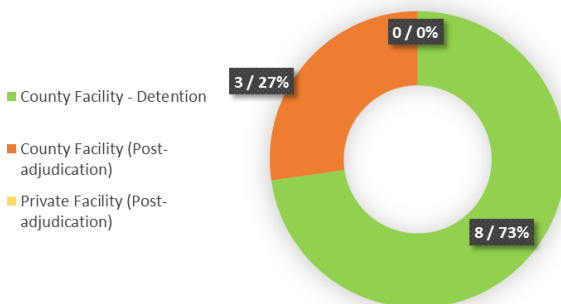
JUVENILE JUSTICE*
October 2019

3 / 5%
10 / 15%
28 / 42%
25 / 38%

- Pending Court
- Probation - Field Supervision
- Probation - CJPO Custody
- Out of County Supervision
- Indirect
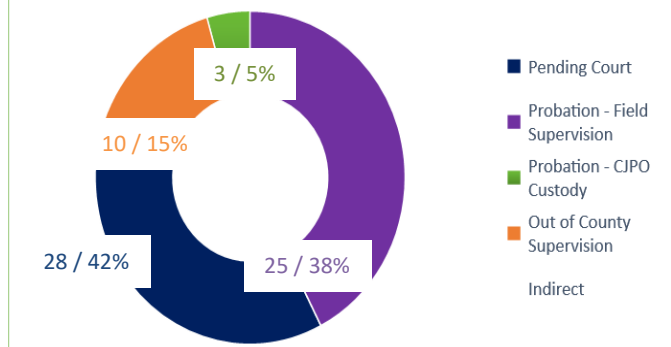
Number of active cases per supervision type at CARE Court	
Supervision Type	Number of casefiles
DEFERRED ADJUDICATION (GIRLS COURT)	1
GIRLS COURT SUPERVISION	11
INDIRECT SUPERVISION (GIRLS COURT)	2
TOTAL	14

Number of active cases per JPO per supervision type			
JPO Name	CLM Name	Supervision Type	Number of casefiles
ALICIA DUNCAN	KIMBERLYE P. WILLIAMS	DEFERRED ADJUDICATION (GIRLS COURT)	1
ALICIA DUNCAN	KIMBERLYE P. WILLIAMS	GIRLS COURT SUPERVISION	7
JENNIFER LOVE	KIMBERLYE P. WILLIAMS	GIRLS COURT SUPERVISION	4
JENNIFER LOVE	KIMBERLYE P. WILLIAMS	INDIRECT SUPERVISION (GIRLS COURT)	2
TOTAL			14

Number of active cases per JPO at CARE Court	
JPO Name	Number of casefiles
ALICIA DUNCAN	8
JENNIFER LOVE	6
TOTAL	14

Detention - CARE Court			
JPO Name	Juvenile Number	Juvenile Name	Admit date
ALICIA DUNCAN	392650	LEXY FERGUSON	30-Sep-19
ALICIA DUNCAN	397858	SHANICE STUBBLEFIELD	5-Oct-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at CARE Court					
JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
KIMBERLYE WILLIAMS	EDWARD BALDAZO	CLOSING PENDING	10412750	2-Mar-15	GIRLS COURT SUPERVISION
JENNIFER LOVE	KIMBERLYE P. WILLIAMS	CLOSING PENDING	10423069	13-Nov-15	GIRLS COURT SUPERVISION
KIMBERLYE WILLIAMS	EDWARD BALDAZO	CLOSING PENDING	10454351	21-Jun-17	GIRLS COURT SUPERVISION

Number of active cases per supervision type at Court 360

Supervision Type	Number of casefiles
COURT 360 SUPERVISION	9
DEFERRED ADJUDICATION (COURT 360)	7
TOTAL	16

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
ARACELI ESCOT	KIMBERLYE P. WILLIAMS	COURT 360 SUPERVISION	2
ARACELI ESCOT	KIMBERLYE P. WILLIAMS	DEFERRED ADJUDICATION (COURT 360)	1
DIANA RODRIGUEZ	KIMBERLYE P. WILLIAMS	COURT 360 SUPERVISION	2
DIANA RODRIGUEZ	KIMBERLYE P. WILLIAMS	DEFERRED ADJUDICATION (COURT 360)	4
MATTHEW SIMONS	KIMBERLYE P. WILLIAMS	COURT 360 SUPERVISION	4
MATTHEW SIMONS	KIMBERLYE P. WILLIAMS	DEFERRED ADJUDICATION (COURT 360)	2
ROLANDO PENA	SYLVIA LATAPIE	COURT 360 SUPERVISION	1
TOTAL			16

Number of active cases per JPO at Court 360

JPO Name	Number of casefiles
ARACELI ESCOT	3
DIANA RODRIGUEZ	6
MATTHEW SIMONS	6
ROLANDO PENA	1
TOTAL	16

Detention - Court 360

JPO Name	Juvenile Number	Juvenile Name	Admit date
There are zero youth in detention.			

Casefiles in Pending, Closing Submitted, or Closing Pending status at Court 360

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
There are currently zero youth in a pending, closing submitted, or closing pending status.					

Number of active cases per supervision type at Drug Court	
Supervision Type	Number of casefiles
DRUG COURT SUPERVISION	10
TOTAL	10

Number of active cases per JPO per supervision type			
JPO Name	CLM Name	Supervision Type	Number of casefiles
ANDREA FLORES	ZACHERY PRATT	DRUG COURT SUPERVISION	6
LAURA PENA	ZACHERY PRATT	DRUG COURT SUPERVISION	4
TOTAL			10

Number of active cases per JPO at Drug Court	
JPO Name	Number of casefiles
ANDREA FLORES	6
LAURA PENA	4
TOTAL	10

Detention - Drug Court			
JPO Name	Juvenile Number	Juvenile Name	Admit date
There are zero youth in detention.			

Casefiles in Pending, Closing Submitted, or Closing Pending status at Drug Court					
JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
There are currently zero youth in a pending, closing submitted, or closing pending status.					

Number of active cases per supervision type at Dual Status

Supervision Type	Number of casefiles
DEFERRED ADJUDICATION (DUAL STATUS)	18
DUAL STATUS COURTESY SUPERVISION	13
DUAL STATUS SUPERVISION	12
TOTAL	43

Number of active cases per JPO at Dual Status

JPO Name	Number of casefiles
ALFRED DUPREE	11
CHARLES BERRY	11
LAURA DINWIDDIE	11
LINDZEE JANUSZEWSKI	10
TOTAL	43

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
ALFRED DUPREE	ALISON MCGALLION	DEFERRED ADJUDICATION (DUAL STATUS)	3
ALFRED DUPREE	ALISON MCGALLION	DUAL STATUS COURTESY SUPERVISION	5
ALFRED DUPREE	ALISON MCGALLION	DUAL STATUS SUPERVISION	3
CHARLES BERRY	ALISON MCGALLION	DEFERRED ADJUDICATION (DUAL STATUS)	3
CHARLES BERRY	ALISON MCGALLION	DUAL STATUS COURTESY SUPERVISION	4
CHARLES BERRY	ALISON MCGALLION	DUAL STATUS SUPERVISION	4
LAURA DINWIDDIE	ALISON MCGALLION	DEFERRED ADJUDICATION (DUAL STATUS)	6
LAURA DINWIDDIE	ALISON MCGALLION	DUAL STATUS COURTESY SUPERVISION	1
LAURA DINWIDDIE	ALISON MCGALLION	DUAL STATUS SUPERVISION	4
LINDZEE JANUSZEWSKI	ALISON MCGALLION	DEFERRED ADJUDICATION (DUAL STATUS)	6
LINDZEE JANUSZEWSKI	ALISON MCGALLION	DUAL STATUS COURTESY SUPERVISION	3
LINDZEE JANUSZEWSKI	ALISON MCGALLION	DUAL STATUS SUPERVISION	1
TOTAL			43

Detention - Dual Status

JPO Name	Juvenile Number	Juvenile Name	Admit date
LINDZEE JANUSZEWSKI	400347	MARTIN TREJO	13-Oct-19
ALFRED DUPREE	397889	NATHAN SAM	29-May-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at Dual Status

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
ALFRED DUPREE	ALISON MCGALLION	CLOSING PENDING	10517204	10-Sep-19	DUAL STATUS SUPERVISION

Number of active cases per supervision type at Gang Court

Supervision Type	Number of casefiles
DETERMINATE SENTENCE (GANG COURT)	1
GANG COURT SUPERVISION	6
INDIRECT SUPERVISION (GANG COURT U	1
TOTAL	8

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
JAMES JONES	ZACHERY PRATT	DETERMINATE SENTENCE (GANG COURT)	1
JAMES JONES	ZACHERY PRATT	GANG COURT SUPERVISION	1
LAURA PENA	ZACHERY PRATT	GANG COURT SUPERVISION	2
LAURA PENA	ZACHERY PRATT	INDIRECT SUPERVISION (GANG COURT UNIT)	1
ROBERT MOTTU	ZACHERY PRATT	GANG COURT SUPERVISION	3
TOTAL			8

Number of active cases per JPO at Gang Court

JPO Name	Number of casefiles
JAMES JONES	2
LAURA PENA	3
ROBERT MOTTU	3
TOTAL	8

Detention - Gang Court

JPO Name	Juvenile Number	Juvenile Name	Admit date	
LAURA PENA	391047	DEVANTE ADDISON	12-Oct-19	INDIRECT SUPERVISION (GANG COURT UNIT)

Casefiles in Pending, Closing Submitted, or Closing Pending status at Gang Court

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
There are currently zero youth in a pending, closing submitted, or closing pending status.					

Number of active cases per supervision type for BETA Supervision	
Supervision Type	Number of casefiles
BETA SUPERVISION	17
COURT/BETA SUPERVISION	4
TOTAL	21

Number of active cases per JPO per supervision type			
JPO Name	CLM Name	Supervision Type	Number of casefiles
JIMMY GARZA	EDWARD BALDAZO	BETA SUPERVISION	8
JIMMY GARZA	EDWARD BALDAZO	COURT/BETA SUPERVISION	3
LIANA RAMIREZ	EDWARD BALDAZO	BETA SUPERVISION	9
LIANA RAMIREZ	EDWARD BALDAZO	COURT/BETA SUPERVISION	1
TOTAL			21

Number of active cases per JPO for BETA Supervision	
JPO Name	Number of casefiles
JIMMY GARZA	11
LIANA RAMIREZ	10
TOTAL	21

Detention - BETA Supervision			
JPO Name	Juvenile Number	Juvenile Name	Admit date
LIANA RAMIREZ	390076	NICHOLAS GONGORA	3-Sep-19

Casefiles in Pending, Closing Submitted, or Closing Pending status for BETA Supervision					
JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
There are currently zero youth in a pending, closing submitted, or closing pending status.					

Number of active cases per supervision type for GIFT Supervision	
Supervision Type	Number of casefiles
GIFT COMMUNITY RE-ENTRY SUPERVISIC	28
TOTAL	28

Number of active cases per JPO per supervision type			
JPO Name	CLM Name	Supervision Type	Number of casefiles
MARTIKA THOMPSON	EDWARD BALDAZO	GIFT COMMUNITY RE-ENTRY SUPERVISION	14
VANESSA RODRIGUEZ	EDWARD BALDAZO	GIFT COMMUNITY RE-ENTRY SUPERVISION	14
TOTAL			28

Number of active cases per JPO for GIFT Supervision	
JPO Name	Number of casefiles
MARTIKA THOMPSON	14
VANESSA RODRIGUEZ	14
TOTAL	28

Detention - GIFT Supervision			
JPO Name	Juvenile Number	Juvenile Name	Admit date
VANESSA RODRIGUEZ	398949	ELIZABETH BALTIERREZ	10-Oct-19
VANESSA RODRIGUEZ	394450	LESLIE RAMIREZ	4-Sep-19
VANESSA RODRIGUEZ	394938	MARIAH ARREDONDO	3-Oct-19

Casefiles in Pending, Closing Submitted, or Closing Pending status for GIFT Supervision					
JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
There are currently zero youth in a pending, closing submitted, or closing pending status.					

Specialty Court Casefile Status Summary as of October 14, 2019					
	Pending	Active	Closing Submitted	Closing Pending	TOTAL
CARE Court	0	14	0	3	17
Court 360	0	16	0	0	16
Drug Court	0	10	0	0	10
Dual Status	0	43	0	1	44
Gang Court	0	8	0	0	8
BETA Supervision	0	21	0	0	21
GIFT Supervisions	0	28	0	0	28
TOTAL	0	140	0	4	144

Number of active cases per supervision type at CUPS 1

Supervision Type	Number of casefiles
COMMUNITY SUPERVISION (CUPS I)	123
DETERMINATE SENTENCE (CUPS 1)	6
INDIRECT SUPERVISION (CUPS I)	4
INTERIM SUPERVISION (IN)	6
SCHOOL-BASED COMMUNITY SUPERVISION	14
SCHOOL-BASED COMMUNITY SUPERVISION	10
TOTAL	163

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
CORY ROBINSON	ANA ECHEVARRIA	COMMUNITY SUPERVISION (CUPS I)	18
CORY ROBINSON	ANA ECHEVARRIA	DETERMINATE SENTENCE (CUPS 1)	1
CORY ROBINSON	ANA ECHEVARRIA	INDIRECT SUPERVISION (CUPS I)	1
CORY ROBINSON	ANA ECHEVARRIA	INTERIM SUPERVISION (IN)	1
ERVIN WATSON	ANA ECHEVARRIA	COMMUNITY SUPERVISION (CUPS I)	5
ERVIN WATSON	ANA ECHEVARRIA	INDIRECT SUPERVISION (CUPS I)	1
ERVIN WATSON	ANA ECHEVARRIA	INTERIM SUPERVISION (IN)	1
ERVIN WATSON	ANA ECHEVARRIA	SCHOOL-BASED COMMUNITY SUPERVISION - YATES	10
JACQUELINE DOUGLAS	ANA ECHEVARRIA	COMMUNITY SUPERVISION (CUPS I)	21
JACQUELINE DOUGLAS	ANA ECHEVARRIA	DETERMINATE SENTENCE (CUPS 1)	1
JENNIFER CASTILLO	ANA ECHEVARRIA	COMMUNITY SUPERVISION (CUPS I)	17
JENNIFER CASTILLO	ANA ECHEVARRIA	DETERMINATE SENTENCE (CUPS 1)	3
JENNIFER CASTILLO	ANA ECHEVARRIA	INDIRECT SUPERVISION (CUPS I)	1
MICHAEL ANDERSON	ANA ECHEVARRIA	INDIRECT SUPERVISION (CUPS I)	1
MICHAEL ANDERSON	ANA ECHEVARRIA	INTERIM SUPERVISION (IN)	1
MICHAEL ANDERSON	ANA ECHEVARRIA	SCHOOL-BASED COMMUNITY SUPERVISION - WORTHI	14
ODALYS ACOSTA	ANA ECHEVARRIA	COMMUNITY SUPERVISION (CUPS I)	15
ODALYS ACOSTA	ANA ECHEVARRIA	INTERIM SUPERVISION (IN)	1
ROBERT KNOX	ANA ECHEVARRIA	COMMUNITY SUPERVISION (CUPS I)	26
ROBERT KNOX	ANA ECHEVARRIA	DETERMINATE SENTENCE (CUPS 1)	1
ROBERT KNOX	ANA ECHEVARRIA	INTERIM SUPERVISION (IN)	1
SHEILA SEIFRIED	ANA ECHEVARRIA	COMMUNITY SUPERVISION (CUPS I)	21
SHEILA SEIFRIED	ANA ECHEVARRIA	INTERIM SUPERVISION (IN)	1
TOTAL			163

Number of active cases per JPO at CUPS 1

JPO Name	Number of casefiles
CORY ROBINSON	21
ERVIN WATSON	17
JACQUELINE DOUGLAS	22
JENNIFER CASTILLO	21
MICHAEL ANDERSON	16
ODALYS ACOSTA	16
ROBERT KNOX	28
SHEILA SEIFRIED	22
TOTAL	163

Detention - CUPS 1

JPO Name	Juvenile Number	Juvenile Name	Admit date
ROBERT KNOX	400912	BRANDON TURNER	11-Oct-19
JENNIFER CASTILLO	401804	DAVID REYES	23-Aug-19
JACQUELINE DOUGLAS	396375	DERION VALLERY	11-Oct-19
CORY ROBINSON	391636	INNOCENT NSENGIYUMVA	3-Sep-19
ERVIN WATSON	396290	JOSEPH LAVINE	10-Oct-19
CORY ROBINSON	393311	KATIA VASQUEZ	11-Oct-19
JACQUELINE DOUGLAS	393268	RASHUN TAYLOR	11-Oct-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at CUPS 1

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
MICHAEL ANDERSON	ANA ECHEVARRIA	CLOSING PENDING	10517841	5-Sep-19	COMMUNITY SUPERVISION (CUPS I)
ROBERT KNOX	ANA ECHEVARRIA	CLOSING SUBMITTED	10504462	11-Oct-19	COMMUNITY SUPERVISION (CUPS I)

Number of active cases per supervision type at CUPS 2

Supervision Type	Number of casefiles
COMMUNITY SUPERVISION (CUPS II)	166
DETERMINATE SENTENCE (CUPS 2)	10
INDIRECT SUPERVISION (CUPS II)	3
INTERIM SUPERVISION (IN)	13
SCHOOL-BASED COMMUNITY SUPERVISION - KASHMERE	2
SCHOOL-BASED COMMUNITY SUPERVISION - WHEATLEY	11
TOTAL	205

Number of active cases per JPO at CUPS 2

JPO Name	Number of casefiles
ALLISON PENA	19
ANTONIA VASQUEZ	26
ASHLEY HALL	18
CHRISTINA BAILEY	20
COECE ROY	28
JEREMY JOHNSON	23
LUIS GUERRERO	16
NEFERTERA GREEN	26
PHILLIP WORSHAM JR	22
SORONE BATISTE	7
TOTAL	205

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
ALLISON PENA	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	15
ALLISON PENA	MARGARET THOMAS WARNER	DETERMINATE SENTENCE (CUPS 2)	3
ANTONIA VASQUEZ	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	23
ANTONIA VASQUEZ	MARGARET THOMAS WARNER	DETERMINATE SENTENCE (CUPS 2)	2
ANTONIA VASQUEZ	MARGARET THOMAS WARNER	INTERIM SUPERVISION (IN)	1
ASHLEY HALL	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	16
ASHLEY HALL	MARGARET THOMAS WARNER	DETERMINATE SENTENCE (CUPS 2)	1
ASHLEY HALL	MARGARET THOMAS WARNER	INDIRECT SUPERVISION (CUPS II)	1
ASHLEY HALL	MARGARET THOMAS WARNER	INTERIM SUPERVISION (IN)	1
CHRISTINA BAILEY	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	19
CHRISTINA BAILEY	MARGARET THOMAS WARNER	INTERIM SUPERVISION (IN)	1
COECE ROY	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	26
COECE ROY	MARGARET THOMAS WARNER	DETERMINATE SENTENCE (CUPS 2)	1
COECE ROY	MARGARET THOMAS WARNER	INTERIM SUPERVISION (IN)	1
JEREMY JOHNSON	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	19
JEREMY JOHNSON	MARGARET THOMAS WARNER	DETERMINATE SENTENCE (CUPS 2)	1
JEREMY JOHNSON	MARGARET THOMAS WARNER	INDIRECT SUPERVISION (CUPS II)	1
JEREMY JOHNSON	MARGARET THOMAS WARNER	INTERIM SUPERVISION (IN)	2
LUIS GUERRERO	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	3
LUIS GUERRERO	MARGARET THOMAS WARNER	DETERMINATE SENTENCE (CUPS 2)	2
LUIS GUERRERO	MARGARET THOMAS WARNER	SCHOOL-BASED COMMUNITY SUPERVISION - WHEATLEY	11
NEFERTERA GREEN	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	24
NEFERTERA GREEN	MARGARET THOMAS WARNER	INTERIM SUPERVISION (IN)	2
PHILLIP WORSHAM JR	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	18
PHILLIP WORSHAM JR	MARGARET THOMAS WARNER	INDIRECT SUPERVISION (CUPS II)	1
PHILLIP WORSHAM JR	MARGARET THOMAS WARNER	INTERIM SUPERVISION (IN)	3
SORONE BATISTE	MARGARET THOMAS WARNER	COMMUNITY SUPERVISION (CUPS II)	3
SORONE BATISTE	MARGARET THOMAS WARNER	INTERIM SUPERVISION (IN)	2
SORONE BATISTE	MARGARET THOMAS WARNER	SCHOOL-BASED COMMUNITY SUPERVISION - KASHMERE	2
TOTAL			205

Detention - CUPS 2

JPO Name	Juvenile Number	Juvenile Name	Admit date
PHILLIP WORSHAM JR	396125	CARLOS RODRIGUEZ	3-Oct-19
SORONE BATISTE	395121	DAMARIS DAVIS	7-Oct-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at CUPS 2

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
ANTONIA VASQUEZ	MARGARET THOMAS WARNER	CLOSING SUBMITTED	10380207	27-Feb-13	DEFERRED ADJUDICATION (CUPS II)
ANTONIA VASQUEZ	MARGARET THOMAS WARNER	CLOSING SUBMITTED	10515004	10-Oct-19	COMMUNITY SUPERVISION (CUPS II)
COECE ROY	MARGARET THOMAS WARNER	CLOSING SUBMITTED	10509260	10-Oct-19	COMMUNITY SUPERVISION (CUPS II)

CUPS 3

Number of active cases per supervision type at CUPS 3

Supervision Type	Number of casefiles
COMMUNITY SUPERVISION (CUPS III)	157
COURT/COMMUNITY CUPS 3	11
DETERMINATE SENTENCE (CUPS 3)	7
DETERMINATE SENTENCE (INTERIM IN)	1
INDIRECT SUPERVISION (CUPS III)	3
INTERIM SUPERVISION (IN)	4
TOTAL	183

Number of active CUPS 3 cases per JPO

JPO Name	Number of casefiles
ANGELINA GARCIA	20
CHRISTOPHER SIMLER	23
CLAUDIA ZUNIGA	21
GABRIEL MARTINEZ	18
JORGE RUBIO	14
LAURO GUTIERREZ	20
LISA COVARRUBIAS	18
MONICA RODRIGUEZ-SOSA	20
SHANNON WARNER	18
TOTAL	172

Number of active COURT - CUPS 3 cases per JPO

JPO Name	Number of casefiles
ANGELINA GARCIA	2
CHRISTOPHER SIMLER	2
GABRIEL MARTINEZ	1
KEITH MOSLEY	1
LISA COVARRUBIAS	1
MONICA RODRIGUEZ-SOSA	1
SHANNON WARNER	3
TOTAL	11

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
ANGELINA GARCIA	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	17
ANGELINA GARCIA	BRIAN MARTINEZ	COURT/COMMUNITY CUPS 3	2
ANGELINA GARCIA	BRIAN MARTINEZ	DETERMINATE SENTENCE (CUPS 3)	2
ANGELINA GARCIA	BRIAN MARTINEZ	INDIRECT SUPERVISION (CUPS III)	1
CHRISTOPHER SIMLER	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	21
CHRISTOPHER SIMLER	BRIAN MARTINEZ	COURT/COMMUNITY CUPS 3	2
CHRISTOPHER SIMLER	BRIAN MARTINEZ	DETERMINATE SENTENCE (CUPS 3)	1
CHRISTOPHER SIMLER	BRIAN MARTINEZ	INTERIM SUPERVISION (IN)	1
CLAUDIA ZUNIGA	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	20
CLAUDIA ZUNIGA	BRIAN MARTINEZ	DETERMINATE SENTENCE (CUPS 3)	1
GABRIEL MARTINEZ	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	16
GABRIEL MARTINEZ	BRIAN MARTINEZ	COURT/COMMUNITY CUPS 3	1
GABRIEL MARTINEZ	BRIAN MARTINEZ	DETERMINATE SENTENCE (CUPS 3)	1
GABRIEL MARTINEZ	BRIAN MARTINEZ	INTERIM SUPERVISION (IN)	1
JORGE RUBIO	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	14
KEITH MOSLEY	BRIAN MARTINEZ	COURT/COMMUNITY CUPS 3	1
LAURO GUTIERREZ	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	19
LAURO GUTIERREZ	BRIAN MARTINEZ	INDIRECT SUPERVISION (CUPS III)	1
LISA COVARRUBIAS	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	15
LISA COVARRUBIAS	BRIAN MARTINEZ	COURT/COMMUNITY CUPS 3	1
LISA COVARRUBIAS	BRIAN MARTINEZ	DETERMINATE SENTENCE (CUPS 3)	2
LISA COVARRUBIAS	BRIAN MARTINEZ	INDIRECT SUPERVISION (CUPS III)	1
MONICA RODRIGUEZ-SOSA	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	18
MONICA RODRIGUEZ-SOSA	BRIAN MARTINEZ	COURT/COMMUNITY CUPS 3	1
MONICA RODRIGUEZ-SOSA	BRIAN MARTINEZ	DETERMINATE SENTENCE (INTERIM IN)	1
MONICA RODRIGUEZ-SOSA	BRIAN MARTINEZ	INTERIM SUPERVISION (IN)	1
SHANNON WARNER	BRIAN MARTINEZ	COMMUNITY SUPERVISION (CUPS III)	17
SHANNON WARNER	BRIAN MARTINEZ	COURT/COMMUNITY CUPS 3	3
SHANNON WARNER	BRIAN MARTINEZ	INTERIM SUPERVISION (IN)	1
TOTAL			183

Detention - CUPS 3

JPO Name	Juvenile Number	Juvenile Name	Admit date
ANGELINA GARCIA	397106	BRYAN GARCIA	22-Sep-19
CHRISTOPHER SIMLER	394950	JUAN CHAPA	27-Jun-19
SHANNON WARNER	397844	STEPHAN PANTALLION	27-Aug-19
MONICA RODRIGUEZ-SOSA	399820	WORTHAM SMITH	20-Aug-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at CUPS 3					
JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
Currently, there are zero casefiles in Pending, Closing Submitted, or Closing Pending status.					

CUPS 4

Number of active cases per supervision type at CUPS 4

Supervision Type	Number of casefiles
COMMUNITY SUPERVISION (CUPS IV)	153
DETERMINATE SENTENCE (CUPS 4)	10
DETERMINATE SENTENCE (INTERIM IN)	3
INDIRECT SUPERVISION (CUPS IV)	6
INTERIM SUPERVISION (IN)	9
TOTAL	181

Number of active cases per JPO at CUPS 4

JPO Name	Number of casefiles
AVERY HELM	23
CORY HUBERT	21
DIANA GUTIERREZ	19
FREDRICK WAGNER	22
JOHN THOMAS	22
KATHERINE CHITAY	22
KATHERINE FOREMAN	25
KENNETH SCOTT	1
TALBERT FOWLER	26
TOTAL	181

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
AVERY HELM	KENNETH SCOTT	COMMUNITY SUPERVISION (CUPS IV)	16
AVERY HELM	KENNETH SCOTT	DETERMINATE SENTENCE (CUPS 4)	2
AVERY HELM	KENNETH SCOTT	INDIRECT SUPERVISION (CUPS IV)	2
AVERY HELM	KENNETH SCOTT	INTERIM SUPERVISION (IN)	3
CORY HUBERT	KENNETH SCOTT	COMMUNITY SUPERVISION (CUPS IV)	19
CORY HUBERT	KENNETH SCOTT	INDIRECT SUPERVISION (CUPS IV)	1
CORY HUBERT	KENNETH SCOTT	INTERIM SUPERVISION (IN)	1
DIANA GUTIERREZ	KENNETH SCOTT	COMMUNITY SUPERVISION (CUPS IV)	15
DIANA GUTIERREZ	KENNETH SCOTT	INDIRECT SUPERVISION (CUPS IV)	1
DIANA GUTIERREZ	KENNETH SCOTT	INTERIM SUPERVISION (IN)	3
FREDRICK WAGNER	KENNETH SCOTT	COMMUNITY SUPERVISION (CUPS IV)	17
FREDRICK WAGNER	KENNETH SCOTT	DETERMINATE SENTENCE (CUPS 4)	1
FREDRICK WAGNER	KENNETH SCOTT	DETERMINATE SENTENCE (INTERIM IN)	1
FREDRICK WAGNER	KENNETH SCOTT	INDIRECT SUPERVISION (CUPS IV)	1
FREDRICK WAGNER	KENNETH SCOTT	INTERIM SUPERVISION (IN)	2
JOHN THOMAS	KENNETH SCOTT	COMMUNITY SUPERVISION (CUPS IV)	19
JOHN THOMAS	KENNETH SCOTT	DETERMINATE SENTENCE (CUPS 4)	3
KATHERINE CHITAY	KENNETH SCOTT	COMMUNITY SUPERVISION (CUPS IV)	20
KATHERINE CHITAY	KENNETH SCOTT	DETERMINATE SENTENCE (CUPS 4)	2
KATHERINE FOREMAN	KENNETH SCOTT	COMMUNITY SUPERVISION (CUPS IV)	23
KATHERINE FOREMAN	KENNETH SCOTT	DETERMINATE SENTENCE (CUPS 4)	1
KATHERINE FOREMAN	KENNETH SCOTT	DETERMINATE SENTENCE (INTERIM IN)	1
KENNETH SCOTT	SUSAN ORENDAC	DETERMINATE SENTENCE (INTERIM IN)	1
TALBERT FOWLER	KENNETH SCOTT	COMMUNITY SUPERVISION (CUPS IV)	24
TALBERT FOWLER	KENNETH SCOTT	DETERMINATE SENTENCE (CUPS 4)	1
TALBERT FOWLER	KENNETH SCOTT	INDIRECT SUPERVISION (CUPS IV)	1
TOTAL			181

Detention - CUPS 4

JPO Name	Juvenile Number	Juvenile Name	Admit date	
TALBERT FOWLER	393227	CHRISTAN WILLIAMS	2-Oct-19	INDIRECT SUPERVISION (CUPS IV)
DIANA GUTIERREZ	392648	DA'RON CURRY	4-Sep-19	
CORY HUBERT	398448	DEVIN PAGE	20-Sep-19	
JOHN THOMAS	397003	DONALD CRAWFORD	26-Sep-19	
AVERY HELM	397161	KAMERON COOPER	19-Jul-19	
AVERY HELM	398433	KEENA OAKS	10-Oct-19	
FREDRICK WAGNER	394161	LAMARCUS MENARD	25-Jul-19	
KATHERINE CHITAY	399612	MIGUEL PACHECO	7-Jun-19	
CORY HUBERT	399040	RONALD LEE KELLEY	25-Sep-19	
AVERY HELM	393499	TRINITY BREWER	18-Sep-19	

Casefiles in Pending, Closing Submitted, or Closing Pending status at CUPS 4

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
DIANA GUTIERREZ	KENNETH SCOTT	CLOSING SUBMITTED	10515503	16-Sep-19	INTERIM SUPERVISION (IN)
CORY HUBERT	KENNETH SCOTT	CLOSING SUBMITTED	10517751	2-Oct-19	INTERIM SUPERVISION (IN)

CUPS 4

CORY HUBERT	KENNETH SCOTT	CLOSING SUBMITTED	10498690	8-Oct-19	COMMUNITY SUPERVISION (CUPS IV)
JOHN THOMAS	KENNETH SCOTT	CLOSING SUBMITTED	10510091	11-Oct-19	INTERIM SUPERVISION (IN)

CUPS 8

Number of active cases per supervision type at CUPS 8	
Supervision Type	Number of casefiles
COMMUNITY SUPERVISION (CUPS VIII)	162
DETERMINATE SENTENCE (CUPS 8)	2
INDIRECT SUPERVISION (CUPS VIII)	1
INTERIM SUPERVISION (IN)	7
TOTAL	172

Number of active cases per JPO at CUPS 8	
JPO Name	Number of casefiles
AARON FULSOM	19
ADAM ROMERO	9
ALICIA HITT	13
GREGORY RAYSON	20
JOSE DELALUZ	21
MARIA MEDINA	19
ROLANDO PENA	19
RUBEN BALLI JR.	20
TANYA BRISCOE	16
TORY STURGHILL	16
TOTAL	172

Number of active cases per JPO per supervision type			
JPO Name	CLM Name	Supervision Type	Number of casefiles
AARON FULSOM	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	18
AARON FULSOM	SYLVIA LATAPIE	INTERIM SUPERVISION (IN)	1
ADAM ROMERO	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	8
ADAM ROMERO	SYLVIA LATAPIE	INTERIM SUPERVISION (IN)	1
ALICIA HITT	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	12
ALICIA HITT	SYLVIA LATAPIE	INTERIM SUPERVISION (IN)	1
GREGORY RAYSON	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	20
JOSE DELALUZ	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	21
MARIA MEDINA	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	19
ROLANDO PENA	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	19
RUBEN BALLI JR.	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	18
RUBEN BALLI JR.	SYLVIA LATAPIE	DETERMINATE SENTENCE (CUPS 8)	1
RUBEN BALLI JR.	SYLVIA LATAPIE	INDIRECT SUPERVISION (CUPS VIII)	1
TANYA BRISCOE	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	14
TANYA BRISCOE	SYLVIA LATAPIE	DETERMINATE SENTENCE (CUPS 8)	1
TANYA BRISCOE	SYLVIA LATAPIE	INTERIM SUPERVISION (IN)	1
TORY STURGHILL	SYLVIA LATAPIE	COMMUNITY SUPERVISION (CUPS VIII)	13
TORY STURGHILL	SYLVIA LATAPIE	INTERIM SUPERVISION (IN)	3
TOTAL			172

Detention - CUPS 8			
JPO Name	Juvenile Number	Juvenile Name	Admit date
GREGORY RAYSON	398755	BAUDELIO LAGUNAS	28-Aug-19
ROLANDO PENA	401066	GUSTAVO ROMAN GAMA	8-Sep-19
AARON FULSOM	400858	JADEN ESCOBEDO	2-May-19
RUBEN BALLI JR.	393300	PABLO CANALES	17-Sep-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at CUPS 8					
JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
TORY STURGHILL	SYLVIA LATAPIE	CLOSING SUBMITTED	10513682	11-Oct-19	COMMUNITY SUPERVISION (CUPS VIII)

HEALTH SERVICES

Number of active cases per supervision type at TCU

Supervision Type	Number of casefiles
COMMUNITY RE-ENTRY SUPERVISION	2
DEFERRED ADJUDICATION (SEX OFFENDER)	11
DEFERRED INTERIM SUPERVISION	2
DETERMINATE SENTENCE (INTERIM IN)	3
DETERMINATE SENTENCE (MENTAL HEALTH UNIT)	5
DETERMINATE SENTENCE (SEX OFFENDER)	8
INDIRECT SUPERVISION (MENTAL HEALTH UNIT)	4
INTERIM SUPERVISION (IN)	6
MENTAL DEFERRED ADJUDICATION SUPERVISION	10
MENTAL HEALTH SUPERVISION	82
SEX OFFENDER SUPERVISION	46
TOTAL	179

Number of active cases per JPO at TCU

JPO Name	Number of casefiles
ASHALA CONNLEY	12
BENJETTA HARRISON-WEST	13
DON ASHLEY	21
ESTRELLITA GUDINO	16
GISELLE ROBINSON	17
KAREN APPLE	16
MARK SLAUGHTER	13
MATTHEW SCHIPPERS	18
NICASIO MORALES	12
RONNIE NEWMAN	15
SHAMIA DEAN	12
VIRGINIA CEDILLO	14
TOTAL	179

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
ASHALA CONNLEY	IRIS BONNER LEWI	DETERMINATE SENTENCE (MENTAL HEALTH UNIT)	1
ASHALA CONNLEY	IRIS BONNER LEWI	MENTAL DEFERRED ADJUDICATION SUPERVISION	2
ASHALA CONNLEY	IRIS BONNER LEWI	MENTAL HEALTH SUPERVISION	9
BENJETTA HARRISON-WEST	IRIS BONNER LEWI	DETERMINATE SENTENCE (MENTAL HEALTH UNIT)	2
BENJETTA HARRISON-WEST	IRIS BONNER LEWI	MENTAL HEALTH SUPERVISION	11
DON ASHLEY	IRIS BONNER LEWI	DEFERRED ADJUDICATION (SEX OFFENDER)	3
DON ASHLEY	IRIS BONNER LEWI	DETERMINATE SENTENCE (INTERIM IN)	1
DON ASHLEY	IRIS BONNER LEWI	DETERMINATE SENTENCE (SEX OFFENDER)	1
DON ASHLEY	IRIS BONNER LEWI	INTERIM SUPERVISION (IN)	2
DON ASHLEY	IRIS BONNER LEWI	SEX OFFENDER SUPERVISION	14
ESTRELLITA GUDINO	IRIS BONNER LEWI	COMMUNITY RE-ENTRY SUPERVISION	1
ESTRELLITA GUDINO	IRIS BONNER LEWI	INDIRECT SUPERVISION (MENTAL HEALTH UNIT)	1
ESTRELLITA GUDINO	IRIS BONNER LEWI	MENTAL HEALTH SUPERVISION	14
GISELLE ROBINSON	IRIS BONNER LEWI	INDIRECT SUPERVISION (MENTAL HEALTH UNIT)	1
GISELLE ROBINSON	IRIS BONNER LEWI	MENTAL DEFERRED ADJUDICATION SUPERVISION	3
GISELLE ROBINSON	IRIS BONNER LEWI	MENTAL HEALTH SUPERVISION	13
KAREN APPLE	IRIS BONNER LEWI	COMMUNITY RE-ENTRY SUPERVISION	1
KAREN APPLE	IRIS BONNER LEWI	DETERMINATE SENTENCE (MENTAL HEALTH UNIT)	2
KAREN APPLE	IRIS BONNER LEWI	INDIRECT SUPERVISION (MENTAL HEALTH UNIT)	1
KAREN APPLE	IRIS BONNER LEWI	MENTAL HEALTH SUPERVISION	12
MARK SLAUGHTER	IRIS BONNER LEWI	DEFERRED ADJUDICATION (SEX OFFENDER)	2
MARK SLAUGHTER	IRIS BONNER LEWI	DETERMINATE SENTENCE (SEX OFFENDER)	3
MARK SLAUGHTER	IRIS BONNER LEWI	SEX OFFENDER SUPERVISION	8
MATTHEW SCHIPPERS	IRIS BONNER LEWI	INTERIM SUPERVISION (IN)	1
MATTHEW SCHIPPERS	IRIS BONNER LEWI	MENTAL DEFERRED ADJUDICATION SUPERVISION	4
MATTHEW SCHIPPERS	IRIS BONNER LEWI	MENTAL HEALTH SUPERVISION	13
NICASIO MORALES	IRIS BONNER LEWI	DEFERRED ADJUDICATION (SEX OFFENDER)	2
NICASIO MORALES	IRIS BONNER LEWI	DEFERRED INTERIM SUPERVISION	1
NICASIO MORALES	IRIS BONNER LEWI	DETERMINATE SENTENCE (INTERIM IN)	1
NICASIO MORALES	IRIS BONNER LEWI	SEX OFFENDER SUPERVISION	8
RONNIE NEWMAN	IRIS BONNER LEWI	DETERMINATE SENTENCE (SEX OFFENDER)	1
RONNIE NEWMAN	IRIS BONNER LEWI	INTERIM SUPERVISION (IN)	3
RONNIE NEWMAN	IRIS BONNER LEWI	SEX OFFENDER SUPERVISION	11
SHAMIA DEAN	IRIS BONNER LEWI	INDIRECT SUPERVISION (MENTAL HEALTH UNIT)	1
SHAMIA DEAN	IRIS BONNER LEWI	MENTAL DEFERRED ADJUDICATION SUPERVISION	1
SHAMIA DEAN	IRIS BONNER LEWI	MENTAL HEALTH SUPERVISION	10
VIRGINIA CEDILLO	IRIS BONNER LEWI	DEFERRED ADJUDICATION (SEX OFFENDER)	4
VIRGINIA CEDILLO	IRIS BONNER LEWI	DEFERRED INTERIM SUPERVISION	1
VIRGINIA CEDILLO	IRIS BONNER LEWI	DETERMINATE SENTENCE (INTERIM IN)	1
VIRGINIA CEDILLO	IRIS BONNER LEWI	DETERMINATE SENTENCE (SEX OFFENDER)	3
VIRGINIA CEDILLO	IRIS BONNER LEWI	SEX OFFENDER SUPERVISION	5
TOTAL			179

Detention - TCU

JPO Name	Juvenile Number	Juvenile Name	Admit date
SHAMIA DEAN	398136	AMOURE WILLOUGHBY	13-Oct-19
KAREN APPLE	398381	D'ALESSANDRO BOU	7-Jul-19
GISELLE ROBINSON	385392	DONALD-RAY GUILLORY	25-Jun-19

HEALTH SERVICES

ASHALA CONNLEY	400104	JAYLEN HARRIS	25-Sep-19
KAREN APPLE	382306	JEREMIAH HAYWOOD	6-Aug-19
ESTRELLITA GUDINO	394933	JYRESE NEWTON	8-Aug-19
KAREN APPLE	386280	KOBE SPEARS	21-Sep-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at TCU

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
NICASIO MORALES	IRIS BONNER LEWIS	CLOSING SUBMITTED	10509027	26-Sep-19	DEFERRED ADJUDICATION (SEX OFFENDER)
MATTHEW SCHIPPERS	IRIS BONNER LEWIS	CLOSING SUBMITTED	10506260	11-Oct-19	MENTAL HEALTH SUPERVISION
SHAMIA DEAN	IRIS BONNER LEWIS	CLOSING SUBMITTED	10498742	14-Oct-19	MENTAL HEALTH SUPERVISION

YESS UNIT

Number of active cases per supervision type at YESS Unit

Supervision Type	Number of casefiles
COMMUNITY RE-ENTRY SUPERVISION	19
DETERMINATE SENTENCE (COMMUNITY RE-ENTRY)	3
DETERMINATE SENTENCE (GANG CASELOAD)	16
GANG CASELOAD SUPERVISION	71
GANG/SCHOOL-BASED SUPERVISION - MADISON	1
INDIRECT SUPERVISION (GANG CASELOAD)	5
SCHOOL-BASED COMMUNITY SUPERVISION - JANE LONG	3
SCHOOL-BASED COMMUNITY SUPERVISION - MADISON	4
TOTAL	122

Number of active cases per JPO at YESS Unit

JPO Name	Number of casefiles
ANDREA ORTEGA	14
BRANDON WALTON	8
CALVIN WALWYN	8
CAROLINA PENATE	13
FELIX SANCHEZ	15
GERARDO ARZATE	7
OVIDIO DE LA GARZA	12
ROSEMARY REYES	16
WAYNETTE RECTOR	18
ZULEYMA DELGADO	11
TOTAL	122

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
ANDREA ORTEGA	JOSE SANTOS SALINAS	COMMUNITY RE-ENTRY SUPERVISION	5
ANDREA ORTEGA	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (GANG CASELOAD)	1
ANDREA ORTEGA	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	7
ANDREA ORTEGA	JOSE SANTOS SALINAS	INDIRECT SUPERVISION (GANG CASELOAD)	1
BRANDON WALTON	JOSE SANTOS SALINAS	COMMUNITY RE-ENTRY SUPERVISION	1
BRANDON WALTON	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	2
BRANDON WALTON	JOSE SANTOS SALINAS	GANG/SCHOOL-BASED SUPERVISION - MADISON	1
BRANDON WALTON	JOSE SANTOS SALINAS	SCHOOL-BASED COMMUNITY SUPERVISION - MADISON	4
CALVIN WALWYN	JOSE SANTOS SALINAS	COMMUNITY RE-ENTRY SUPERVISION	1
CALVIN WALWYN	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (GANG CASELOAD)	3
CALVIN WALWYN	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	4
CAROLINA PENATE	JOSE SANTOS SALINAS	COMMUNITY RE-ENTRY SUPERVISION	2
CAROLINA PENATE	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (COMMUNITY RE-ENTRY)	2
CAROLINA PENATE	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (GANG CASELOAD)	1
CAROLINA PENATE	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	8
FELIX SANCHEZ	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (GANG CASELOAD)	4
FELIX SANCHEZ	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	10
FELIX SANCHEZ	JOSE SANTOS SALINAS	INDIRECT SUPERVISION (GANG CASELOAD)	1
GERARDO ARZATE	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (GANG CASELOAD)	1
GERARDO ARZATE	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	3
GERARDO ARZATE	JOSE SANTOS SALINAS	SCHOOL-BASED COMMUNITY SUPERVISION - JANE LO	3
OVIDIO DE LA GARZA	JOSE SANTOS SALINAS	COMMUNITY RE-ENTRY SUPERVISION	2
OVIDIO DE LA GARZA	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (GANG CASELOAD)	1
OVIDIO DE LA GARZA	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	8
OVIDIO DE LA GARZA	JOSE SANTOS SALINAS	INDIRECT SUPERVISION (GANG CASELOAD)	1
ROSEMARY REYES	JOSE SANTOS SALINAS	COMMUNITY RE-ENTRY SUPERVISION	3
ROSEMARY REYES	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (GANG CASELOAD)	3
ROSEMARY REYES	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	10
WAYNETTE RECTOR	JOSE SANTOS SALINAS	COMMUNITY RE-ENTRY SUPERVISION	4
WAYNETTE RECTOR	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (COMMUNITY RE-ENTRY)	1
WAYNETTE RECTOR	JOSE SANTOS SALINAS	DETERMINATE SENTENCE (GANG CASELOAD)	2
WAYNETTE RECTOR	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	11
ZULEYMA DELGADO	JOSE SANTOS SALINAS	COMMUNITY RE-ENTRY SUPERVISION	1
ZULEYMA DELGADO	JOSE SANTOS SALINAS	GANG CASELOAD SUPERVISION	8
ZULEYMA DELGADO	JOSE SANTOS SALINAS	INDIRECT SUPERVISION (GANG CASELOAD)	2
TOTAL			122

Detention - YESS Unit

JPO Name	Juvenile Number	Juvenile Name	Admit date
ROSEMARY REYES	384474	DAVEON LINDSEY	30-Sep-19
CALVIN WALWYN	398277	DOMANIC HARRIS	30-Sep-19
FELIX SANCHEZ	396253	ISAAC MORALES	31-Jul-19
BRANDON WALTON	396313	JAMIL JACKSON	21-Jul-19
WAYNETTE RECTOR	387067	JOSE PATINO	9-Jul-19
ZULEYMA DELGADO	387278	JUSTIN CARTER	9-Aug-19
ZULEYMA DELGADO	396092	KENDRIC SMITH	25-Aug-19
CALVIN WALWYN	398421	KENNARD PERKINS	20-Jul-19
FELIX SANCHEZ	392331	NICHOLAS MOOTON	4-Oct-19
CAROLINA PENATE	396165	WILLIAM LAZO	2-Sep-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at YESS Unit					
JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type

Number of active cases per supervision type at SOS Unit

Supervision Type	Number of casefiles
DETERMINATE SENTENCE (INTENSIVE - SOUTH)	2
INDIRECT SUPERVISION (INTENSIVE - NORTH)	2
INDIRECT SUPERVISION (INTENSIVE - SOUTH)	1
INTENSIVE SUPERVISION - NORTH	10
INTENSIVE SUPERVISION - SOUTH	6
SERIOUS OFFENDER SUPERVISION	14
TOTAL	35

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
CAESAR GERRARD	KARLA M. CORDOVA	INTENSIVE SUPERVISION - NORTH	1
CAESAR GERRARD	KARLA M. CORDOVA	INTENSIVE SUPERVISION - SOUTH	1
CAESAR GERRARD	KARLA M. CORDOVA	SERIOUS OFFENDER SUPERVISION	2
DERRICK BOXILL	KARLA M. CORDOVA	INDIRECT SUPERVISION (INTENSIVE - NORTH)	1
DERRICK BOXILL	KARLA M. CORDOVA	INTENSIVE SUPERVISION - NORTH	1
DERRICK BOXILL	KARLA M. CORDOVA	SERIOUS OFFENDER SUPERVISION	2
DESMOND GOINS	KARLA M. CORDOVA	DETERMINATE SENTENCE (INTENSIVE - SOUTH)	2
DESMOND GOINS	KARLA M. CORDOVA	INTENSIVE SUPERVISION - NORTH	1
DESMOND GOINS	KARLA M. CORDOVA	SERIOUS OFFENDER SUPERVISION	1
DONOVAN CARTER	KARLA M. CORDOVA	INTENSIVE SUPERVISION - SOUTH	1
DONOVAN CARTER	KARLA M. CORDOVA	SERIOUS OFFENDER SUPERVISION	1
MARCUS GRIMES	KARLA M. CORDOVA	INDIRECT SUPERVISION (INTENSIVE - NORTH)	1
MARCUS GRIMES	KARLA M. CORDOVA	INTENSIVE SUPERVISION - NORTH	4
MARCUS GRIMES	KARLA M. CORDOVA	SERIOUS OFFENDER SUPERVISION	1
NORA BLEDSOE	KARLA M. CORDOVA	INTENSIVE SUPERVISION - NORTH	3
NORA BLEDSOE	KARLA M. CORDOVA	SERIOUS OFFENDER SUPERVISION	1
SARA PHIPPS-CARR	KARLA M. CORDOVA	INDIRECT SUPERVISION (INTENSIVE - SOUTH)	1
SARA PHIPPS-CARR	KARLA M. CORDOVA	INTENSIVE SUPERVISION - SOUTH	4
SARA PHIPPS-CARR	KARLA M. CORDOVA	SERIOUS OFFENDER SUPERVISION	2
TRACIE FRAZIER	KARLA M. CORDOVA	SERIOUS OFFENDER SUPERVISION	4
TOTAL			35

Number of active cases per JPO at SOS Unit

JPO Name	Number of casefiles
CAESAR GERRARD	4
DERRICK BOXILL	4
DESMOND GOINS	4
DONOVAN CARTER	2
MARCUS GRIMES	6
NORA BLEDSOE	4
SARA PHIPPS-CARR	7
TRACIE FRAZIER	4
TOTAL	35

Detention - SOS Unit

JPO Name	Juvenile Number	Juvenile Name	Admit date
DERRICK BOXILL	396460	ANGEL TURCIOS	10-May-19
TRACIE FRAZIER	391000	RUBIN VILLARREAL	4-Jul-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at SOS Unit

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
Currently, there are zero casefiles in Pending, Closing Submitted, or Closing Pending status.					

Number of active cases per supervision type at DID Unit

Supervision Type	Number of casefiles
DEFERRED ADJUDICATION (NORTH)	391
DEFERRED ADJUDICATION (SOUTH)	280
DEFERRED INTERIM SUPERVISION	19
FEMALE INTERVENTION SUPERVISION	2
INDIRECT SUPERVISION (FEMALE INTERVENTION)	2
INDIRECT SUPERVISION (INTENSIVE - NORTH)	1
INDIRECT SUPERVISION (INTENSIVE - SOUTH)	1
INTENSIVE SUPERVISION - NORTH	1
INTENSIVE SUPERVISION - SOUTH	3
TOTAL	700

Number of active cases per JPO per supervision type

JPO Name	CLM Name	Supervision Type	Number of casefiles
ALEEZA GREEN	LAURA GREEN-POWERS	DEFERRED ADJUDICATION (SOUTH)	37
ALEEZA GREEN	LAURA GREEN-POWERS	INDIRECT SUPERVISION (INTENSIVE - SOUTH)	1
ATOYA EADEN	LAURA GREEN-POWERS	DEFERRED ADJUDICATION (SOUTH)	35
ATOYA EADEN	LAURA GREEN-POWERS	DEFERRED INTERIM SUPERVISION	1
ATOYA EADEN	LAURA GREEN-POWERS	INTENSIVE SUPERVISION - SOUTH	1
CAROLYN HOLIDAY	STEPHANIE CHAVA JACKSON	DEFERRED ADJUDICATION (NORTH)	44
CAROLYN HOLIDAY	STEPHANIE CHAVA JACKSON	INDIRECT SUPERVISION (FEMALE INTERVENTION)	1
DAWN WILRICH	LAURA GREEN-POWERS	DEFERRED ADJUDICATION (SOUTH)	37
DAWN WILRICH	LAURA GREEN-POWERS	DEFERRED INTERIM SUPERVISION	2
DERRICK BROWN	STEPHANIE CHAVA JACKSON	DEFERRED ADJUDICATION (NORTH)	50
DERRICK BROWN	STEPHANIE CHAVA JACKSON	DEFERRED INTERIM SUPERVISION	1
JAMIE MOHEAD	LAURA GREEN-POWERS	DEFERRED ADJUDICATION (SOUTH)	29
JAMIE MOHEAD	LAURA GREEN-POWERS	DEFERRED INTERIM SUPERVISION	2
JANET SANCHEZ	STEPHANIE CHAVA JACKSON	DEFERRED ADJUDICATION (NORTH)	59
JANET SANCHEZ	STEPHANIE CHAVA JACKSON	INDIRECT SUPERVISION (FEMALE INTERVENTION)	1
JENNIFER GARCIA	STEPHANIE CHAVA JACKSON	DEFERRED ADJUDICATION (NORTH)	46
JENNIFER GARCIA	STEPHANIE CHAVA JACKSON	FEMALE INTERVENTION SUPERVISION	2
JENNIFER GARCIA	STEPHANIE CHAVA JACKSON	INDIRECT SUPERVISION (INTENSIVE - NORTH)	1
JENNIFER GARCIA	STEPHANIE CHAVA JACKSON	INTENSIVE SUPERVISION - NORTH	1
JERALD COLEMAN	LAURA GREEN-POWERS	DEFERRED ADJUDICATION (SOUTH)	34
JOHNETTA OWENS	LAURA GREEN-POWERS	DEFERRED ADJUDICATION (SOUTH)	34
JOHNETTA OWENS	LAURA GREEN-POWERS	DEFERRED INTERIM SUPERVISION	3
JORDAN HELM	STEPHANIE CHAVA JACKSON	DEFERRED ADJUDICATION (NORTH)	47
JORDAN HELM	STEPHANIE CHAVA JACKSON	DEFERRED INTERIM SUPERVISION	3
LAURA GUTIERREZ	STEPHANIE CHAVA JACKSON	DEFERRED ADJUDICATION (NORTH)	57
LAURA GUTIERREZ	STEPHANIE CHAVA JACKSON	DEFERRED INTERIM SUPERVISION	2
MARCIA DAVIS	LAURA GREEN-POWERS	DEFERRED ADJUDICATION (SOUTH)	32
MARCIA DAVIS	LAURA GREEN-POWERS	DEFERRED INTERIM SUPERVISION	2
SHAQUITA MARSHALL	STEPHANIE CHAVA JACKSON	DEFERRED ADJUDICATION (NORTH)	45
TIFFANY COLEMAN	STEPHANIE CHAVA JACKSON	DEFERRED ADJUDICATION (NORTH)	43
TIFFANY COLEMAN	STEPHANIE CHAVA JACKSON	DEFERRED INTERIM SUPERVISION	2
VICTOR VARGAS	LAURA GREEN-POWERS	DEFERRED ADJUDICATION (SOUTH)	42
VICTOR VARGAS	LAURA GREEN-POWERS	DEFERRED INTERIM SUPERVISION	1
VICTOR VARGAS	LAURA GREEN-POWERS	INTENSIVE SUPERVISION - SOUTH	2
TOTAL			700

Number of active cases per JPO at DID Unit

JPO Name	Number of casefiles
ALEEZA GREEN	38
ATOYA EADEN	37
CAROLYN HOLIDAY	45
DAWN WILRICH	39
DERRICK BROWN	51
JAMIE MOHEAD	31
JANET SANCHEZ	60
JENNIFER GARCIA	50
JERALD COLEMAN	34
JOHNETTA OWENS	37
JORDAN HELM	50
LAURA GUTIERREZ	59
MARCIA DAVIS	34
SHAQUITA MARSHALL	45
TIFFANY COLEMAN	45
VICTOR VARGAS	45
TOTAL	700

Detention - DID Unit

JPO Name	Juvenile Number	Juvenile Name	Admit date
VICTOR VARGAS	402555	JOB CHARLES	29-Sep-19
VICTOR VARGAS	399852	LUIS DE LA CRUZ	13-Oct-19
VICTOR VARGAS	398997	MALIK HINES	12-Sep-19
ATOYA EADEN	400832	SAVAE LEWIS	8-Oct-19
DAWN WILRICH	400651	SEAN GREENE	13-Oct-19
ATOYA EADEN	394778	SHANE HENRY	28-Sep-19

Casefiles in Pending, Closing Submitted, or Closing Pending status at DID Unit

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
VICTOR VARGAS	LAURA GREEN-POWERS	CLOSING SUBMITTED	10509211	28-Sep-19	DEFERRED ADJUDICATION (SOUTH)
ALEEZA GREEN	LAURA GREEN-POWERS	CLOSING PENDING	10509092	30-Sep-19	DEFERRED ADJUDICATION (SOUTH)
JOHNETTA OWENS	LAURA GREEN-POWERS	CLOSING SUBMITTED	10509212	30-Sep-19	DEFERRED ADJUDICATION (SOUTH)
ATOYA EADEN	LAURA GREEN-POWERS	CLOSING SUBMITTED	10509103	1-Oct-19	DEFERRED ADJUDICATION (SOUTH)
CAROLYN HOLIDAY	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10517029	2-Oct-19	DEFERRED INTERIM SUPERVISION
ALEEZA GREEN	LAURA GREEN-POWERS	CLOSING PENDING	10509780	8-Oct-19	DEFERRED ADJUDICATION (SOUTH)
VICTOR VARGAS	LAURA GREEN-POWERS	CLOSING SUBMITTED	10511871	8-Oct-19	DEFERRED ADJUDICATION (SOUTH)
CAROLYN HOLIDAY	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10509807	9-Oct-19	DEFERRED ADJUDICATION (NORTH)
TIFFANY COLEMAN	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10509860	9-Oct-19	DEFERRED ADJUDICATION (NORTH)
TIFFANY COLEMAN	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10509857	9-Oct-19	DEFERRED ADJUDICATION (NORTH)
DERRICK BROWN	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10519321	10-Oct-19	DEFERRED ADJUDICATION (NORTH)
TIFFANY COLEMAN	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10494526	10-Oct-19	FEMALE INTERVENTION SUPERVISION
TIFFANY COLEMAN	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10509974	10-Oct-19	DEFERRED ADJUDICATION (NORTH)
TIFFANY COLEMAN	STEPHANIE CHAVA JACKSON	CLOSING PENDING	10509879	10-Oct-19	DEFERRED ADJUDICATION (NORTH)
CAROLYN HOLIDAY	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10509882	11-Oct-19	DEFERRED ADJUDICATION (NORTH)
DAWN WILRICH	LAURA GREEN-POWERS	CLOSING SUBMITTED	10509665	11-Oct-19	DEFERRED ADJUDICATION (SOUTH)
JAMIE MOHEAD	LAURA GREEN-POWERS	CLOSING SUBMITTED	10509933	11-Oct-19	DEFERRED ADJUDICATION (SOUTH)
JAMIE MOHEAD	LAURA GREEN-POWERS	CLOSING SUBMITTED	10509867	11-Oct-19	DEFERRED ADJUDICATION (SOUTH)
JAMIE MOHEAD	LAURA GREEN-POWERS	CLOSING SUBMITTED	10509437	11-Oct-19	DEFERRED ADJUDICATION (SOUTH)
JAMIE MOHEAD	LAURA GREEN-POWERS	CLOSING PENDING	10509441	11-Oct-19	DEFERRED ADJUDICATION (SOUTH)
VICTOR VARGAS	LAURA GREEN-POWERS	CLOSING SUBMITTED	10509932	11-Oct-19	DEFERRED ADJUDICATION (SOUTH)
SHAQUITA MARSHALL	STEPHANIE CHAVA JACKSON	CLOSING SUBMITTED	10519195	12-Oct-19	FEMALE INTERVENTION SUPERVISION

Number of active cases per supervision type at Deferred Adjudication (Court) *

Supervision Type	Number of casefiles
DEFERRED ADJUDICATION SUPERVISION	68
TOTAL	68

Number of active cases per JPO at Deferred Adjudication (Court) *

JPO Name	Number of casefiles
AMANDA TORRES	25
MONICA BAKHARI	8
RENEE ADAMS	35
TOTAL	68

Number of active cases per JPO per supervision type *

JPO Name	CLM Name	Supervision Type	Number of casefiles
AMANDA TORRES	CHANELLE SCOTT	DEFERRED ADJUDICATION SUPERVISION	25
MONICA BAKHARI	SOPHIA ROBINSON	DEFERRED ADJUDICATION SUPERVISION	8
RENEE ADAMS	CANDACE WILLIAMS	DEFERRED ADJUDICATION SUPERVISION	35
TOTAL			68

*These are the Deferred Adjudication casefile supervised by Court Agency Reps and Agency Rep Assistants.

Detention - NO CUPS

JPO Name	Juvenile Number	Juvenile Name	Admit date
Currently, there are zero youth in detention.			

Casefiles in Pending, Closing Submitted, or Closing Pending status at NO CUPS

JPO Name	CLM Name	Casefile Status	Casefile id	Casefile Close Submission Date	Supervision Type
AMANDA TORRES	CHANELLE SCOTT	CLOSING SUBMITTED	10512548	21-Jun-19	DEFERRED ADJUDICATION SUPERVISION
MONICA BAKHARI	SOPHIA ROBINSON	CLOSING SUBMITTED	10507809	8-Oct-19	DEFERRED ADJUDICATION SUPERVISION

Casefile Status Summary as of October 14, 2019				
	Pending	Active	Closing Submitted	Closing Pending	TOTAL
CUPS 1	0	163	1	1	165
CUPS 2	0	205	3	0	208
CUPS 3	0	183	0	0	183
CUPS 4	0	181	4	0	185
CUPS 8	0	172	1	0	173
Therapeutic Connections Unit (TCU)	0	179	3	0	182
YESS Unit	0	122	6	3	131
Serious Offender Supervision	0	35	0	0	35
Diversion and Intervention Division	0	700	18	4	722
Deferred Adjudication (supervised by Court)	0	68	2	0	70
TOTAL	0	2008	38	8	2054

842-TRIAD JUVENILE PROBATION

Data as of: 11/11/2019

Avg. Annual Budget Increase Last 3 Years: 2.3%

FY 20 Adopted Budget Per Capita (Harris County): $0.35

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$0	$0	$1,520,000	$1,550,000	$1,551,000	$1,629,000
Final Adjusted	$0	$1,210,033	$1,449,148	$1,654,817	$1,598,037	$1,592,785
Rollover Received	$0		$18,040	$291,691	$261,911	$178,937
Rollover % of Adopted	0%	0%	1%	19%	17%	11%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$0	$55,077	$67,799	$70,717	$70,202	$37,578
Non-Labor/Transfers	$0	$991,131	$1,089,656	$1,322,187	$1,348,896	$887,627
Actual Spent	$0	$1,046,208	$1,157,455	$1,392,904	$1,419,098	$925,206

Adopted Budgets & Expenditures

Annual Rollover
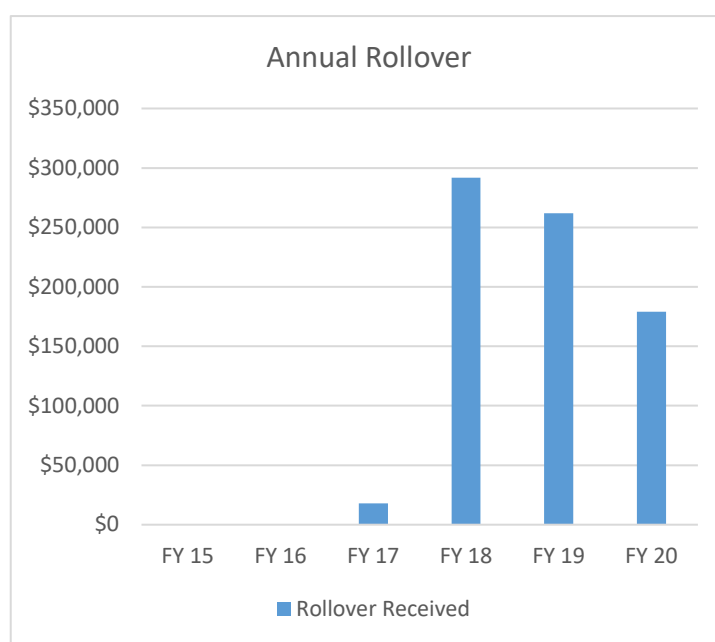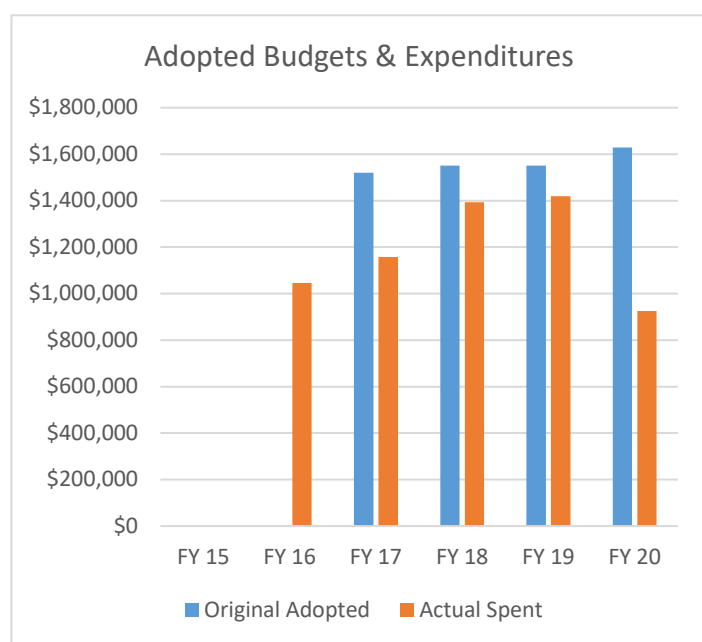
FY20 Rollover as a % of FY20 Adopted Budget: 11.0%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$0**	**$0**

Department-Provided Information

TRIAD CONSORTIUM

Budget Form 1

2019

Department Purpose and Mission

TRIAD is a consortium of three public agencies who work with children and youth: Harris County Juvenile Probation Department, Harris County Protective Services for Children and Adults and The Harris Center. It was established and funded by Harris County Commissioners' Court in January 1974. Within each county agency there is a corresponding state agency deeply involved in funding and program development. TRIAD reaches out across the community that includes Independent School Districts throughout Houston/Harris County, the Texas Education Agency, the Texas Youth Commission, the State Juvenile Probation Commission, the Governors Criminal Justice Division, and to the private sector, which provides literally hundreds of volunteers and dozens of treatment alternatives.

The Executives of each of the TRIAD agencies meet regularly to discuss ways of collaborating on services and facilities. The three agencies decide how best to use of the TRIAD budget that is funding designated by the County to develop ways to help the children/youth that fall "between the cracks" that are multi-agency involved. Instead of three different agencies trying to solve similar problems independently, we have TRIAD staff working closely together to share information, expertise and resources. This eliminates wasteful duplication of services and programs.

The staff at the three agencies share client information and treatment programs, so children/youth get what they need, when they need it. The children/youth aren't shuffled around from on agency to the next. If one agency doesn't have just the right program for a youth, another agency will look for one. This three-way partnership means that now, caseworkers have access to a far wider system of support and resources for children and youth. A true network of care for children and youth.

HCPS PROGRAMS:

- Community Resource Coordination Group (CRCG)
  - ➢ Contract/Residential Fee/Flex Funds
- TRIAD Mental Health
- Common Sense Parenting Program
- Child Sex Trafficking Grant awarded by the Office of the Governor
- Post-Doc Intern to conduct assessments and psychological testing

FORENSIC UNIT (HCJPD)

Clinicians in the Forensic Unit conduct psychological evaluations of youth who are involved with the Juvenile Probation Department, to help determine their mental health needs and to make recommendations regarding placement and treatment. These reports are provided to the court,

the assigned juvenile probation officers, any specialty courts that the youth is involved in, and to any residential placements where the youth will be residing. Some youth also participate in evaluations to help the court answer specific questions regarding competency to stand trial, lack of responsibility, and or to provide information pertaining to waivers of juvenile jurisdiction (certification evaluations).

The Forensic Unit provides a unique training opportunity for many psychology students. The department has a psychology internship program that is accredited by the American Psychological Association (APA) and attracts top doctoral candidates from all over the US. In addition, the Forensic Unit provides training opportunities to graduate practicum students from area universities and collaborates with the University of Houston to provide additional didactic and research opportunities. Finally, there are several postdoctoral fellowship positions that provide a specialized assessment and/or intervention experience for recent graduates of a psychology doctoral program.

Discuss your department's accomplishments in the last year

In 2018, the Forensic Unit conducted 1198 screenings, 728 full psychological evaluations, and 284 psychiatric evaluations. Preliminary assessment of the number of evaluations completed in 2019 indicate that we will likely complete a similar number to last year. In addition, the unit trained 19 interns and practicum students representing 10 different universities.

Discuss actions taken to drive efficiency and productivity in your department

The Harris County Juvenile Probation Department has made concerted efforts to reduce the number of youth that we detain through various diversion programs and intense community monitoring. To better serve the families, who often struggle with transportation to downtown Houston, we have begun to conduct several psychological evaluations in community supervision offices and local schools that the youth attend. By doing so we can reduce no shows and make completing the psychological evaluation easier on the youth and family.

Describe any new responsibilities your department assumed this year

The unit has begun conducting psychological evaluations at various community locations, to include community supervision offices, community centers and schools.

Specify any costs your department incurred this or last year that you won't have next year

The Forensic Unit has begun serving youth in various community locations. This required the unit to become more mobile; it was necessary to buy additional testing equipment so that the clinicians can effectively serve the youth. Many of the test materials only need to be purchased once.

Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year

Clinician interns are formally evaluated for quality, work output and efficiency three times a year, practicum and post-doc students are formally evaluated twice a year, and full time staff are evaluated yearly. In addition, a clinical supervisor reads all reports generated by unlicensed clinicians for quality.

We monitor and ensures that all psychological and psychiatric evaluations are completed and submitted to the court before the youth's court date. Additionally, we track the number of evaluations that the unit completes, the number each clinician completes, and the type of evaluation.

Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year

The psychological and psychiatric evaluations that we conduct are for purposes of court proceedings. Once or twice a year, the unit meets with court representatives, from each court, to assess if we are properly and effectively meeting the needs of the court. Additionally, now that the unit is moving to working in the community more than in years prior, we will have a greater opportunity to get additional feedback about our services from the families, schools, and juvenile probation officers with whom we work.

Attach a one page organization chart for your department

*** The TRIAD is a collaboration between three organizations (Harris Center for Mental Health and IDD, Harris County Child Protective Services and Harris County Juvenile Probation Department). Each organization will submit their own organization chart.

YOUTH AND FAMILY RESOURCE SERVICES (HCPS)

The Youth and Family Resource Services (YFRC) operates the following TRIAD programs: TRIAD Mental Health, Common Sense Parenting, Community System of Care (SOC), and the Child Sex Trafficking Grant. The mission of Youth and Family Resource Services (YFRS) and the goal of these programs is to divert and reduce further involvement of Harris County at-risk youth (aged 10-17) with complex needs from the juvenile justice and child welfare systems through coordinated prevention services that reduce duplication among agencies.

Discuss your department's accomplishments in the last year.
1. Program staff are very committed to positive family change. Percentage of families linked to services have increased in this fiscal year.
2. The percentage of families who are not referred to DFPS or JPD by services end has maintained the same the rate over time.
3. The number of multi-disciplinary team meetings (CRCG, shelter staffing, etc) has increased over this fiscal year.

Discuss actions taken to drive efficiency and productivity in your department.

CRCG Coordinator has coordinated with JP Court program to provide increased community presentations over the past year, increasing referrals to the program.

Describe any new responsibilities your department assumed this year.

Prior to 2018, the Resource Services Manager was only responsible for supervision of three (3) Triad programs (Youth and Family Resource Services, Triad Intake and the Community Youth Development grant). In 2017, the Resource Services Manager received permission from the Triad Associates and HCPS Board to write and apply for the Triad Child Sex Trafficking (CST) Care Coordinator grant funded by the Office of the Governor. Year One of the grant was awarded in February 2018, four (4) staff were hired to provide services and the program served the first client in June 2018. Year Two was funded in November 2018.

During 2019, the Resource Services Manager hired the rest of the CST team of 7 full-time staff to add ongoing multi-disciplinary team services and outreach to the 24/7 crisis response. In addition to providing program development, grants management and supervision to the CST supervisor and the rest of the team, the Manager has applied for and received funding for years three (3) and four (4) of the grant to begin in November 2019.

In addition to the new Manager responsibilities for TRIAD CST, the entire Resource Services team (CRCG Coordinator, post-doctoral Fellow, 2 part-time case managers shared with Triad Intake) have been cross-trained in TRIAD CST processes such as Trust Based Relational Intervention (TBRI) and the Child Sex Trafficking Identification Tool (CSE-IT), and provided services to CST clients such as psychological evaluations and Kinder Shelter services (admission coordination, Child and Adolescence Needs and Strengths (CANS) assessments and shelter case coordination).

Also in 2019, Youth and Family Resource took on assessment and case coordination responsibilities for Community Youth Services (CYS) clients placed in Kinder Emergency Shelter in exchange for CYS workers taking on CANS assessment of families needing a CRCG meeting.

Specify any costs your department incurred this or last year that you won't have next year.

Resource Services purchased the ADOS (an assessment tool for psychologists to diagnose autism) in consultation with the Triad Forensic Unit.

Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year

Resource Services tracks the following outputs. These outputs are current for Fiscal Year 18-19:

Program Outputs	FY 16-17	FY 17-18	FY 18-19
Number of Youth Served	131	113	**120**
Number of Assessments	**115**	**116**	**103**
*CANS assessments	15	22	23
*Psychological Evaluations	48	39	37
*Outside Agency Assessments secured to assist care coordination	52	55	43
Number of Interdisciplinary Meetings	**77**	**77**	**82**
*CRCG meetings	69	36	31
*CRCG (in community)	-	2	2
*CRCG – IDD	-	3	1
*Shelter Staffing Meetings	-	19	24

Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year

*Family Team Meetings (DFPS)	8	17	24

Program Outcomes	FY 2017	FY 2018	FY 2019
% of youth not in DFPS custody or on probation 90 days following (Target-70%)	79%	78%	**80%**
% of all families linked to services at closure (Target 60%)	48%	49%	**56%**

Use the attach file icon (located in the Edit tab) at the top of this window to *attach a one-page org chart for your department.*

```
                        ┌─────────────────────────┐
                        │  Resource Services      │
                        │       Manager           │
                        │ ┌─────────────────────┐ │
                        │ │ administration,     │ │
                        │ │ program coordination│ │
                        │ │ & outreach          │ │
                        └─┴─────────────────────┴─┘
         ┌─────────────────────────┐
         │   TRIAD Intake          │
         │      Manager            │
         │ ┌─────────────────────┐ │
         │ │ supervises crisis   │ │
         │ │ intervention (Intake)│ │
         └─┴─────────────────────┴─┘
```

Resource Services Case Managers	CRCG Coordinator	TRIAD Post-Doc Fellow
shelter placement, intake	CRCG meetings (shelter, IDD, Waco)	psychological testing, therapy YSC
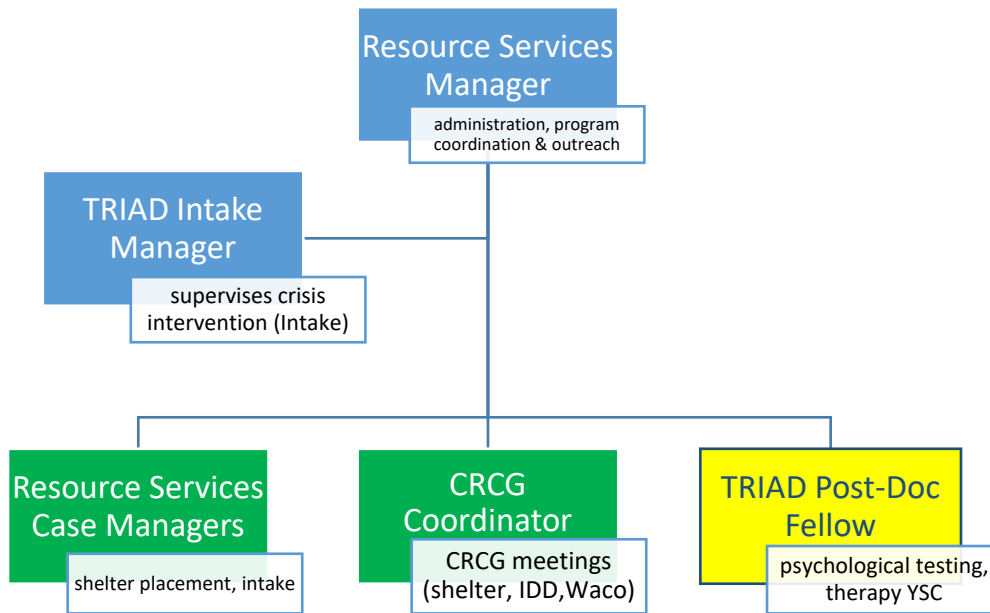
☐ screening, assessment, case coordination   ☐ clinical assessment, therapy

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 842 - TRIAD - Juvenile Probation

FY19/20 General Fund Adopted Budget:	$1,629,000
Rollover Budget Received in FY19/20:	$178,937

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	salaries- one post doc intern, works at Youth Service Center	$68,541	1					
2	Contracted services with Harris Center for Mental Health and IDD- 4.5 FTE mental health professionals to serve youth and families referred to TRIAD	$391,341						
3	Contracted services with Harris Center for Mental Health and IDD- Detention Center Forensic Unit- 9 staff to include psychologists and mental health clinicians	$975,418						
4	Funds transfer to CPS - community systems of care 2FTE	$198,234						
5	Training/Continuing Ed	$3,000						
6	Psychological Testing Supplies	$25,000						
7	Flex funds (CPS)- short-term respite care, transportation services, and testing supplies	$20,000						
8	contracted residential services	$126,403						
9								
10								
	Department-Estimated Totals	$1,807,937	1	0	$0	0.0%		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

880-PROTECTIVE SERVICES

Data as of: 11/11/2019

Avg. Annual Budget Increase Last 5 Years: 2.9%

FY 20 Adopted Budget Per Capita (Harris County): $5.41

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$22,000,000	$23,200,000	$24,130,000	$23,610,000	$23,968,000	$25,416,000
Final Adjusted	$23,026,011	$24,929,937	$26,462,035	$25,565,276	$27,957,222	$30,123,615
Rollover Received	$718,311	$1,538,044	$2,196,202	$3,268,402	$2,163,848	$4,491,463
Rollover % of Adopted	3%	7%	9%	14%	9%	18%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$16,907,511	$18,525,922	$19,222,575	$20,112,508	$20,476,824	$14,959,298
Non-Labor/Transfers	$4,577,616	$4,207,162	$3,949,172	$3,255,586	$2,957,056	$2,797,574
Actual Spent	$21,485,126	$22,733,085	$23,171,747	$23,368,093	$23,433,880	$17,756,871
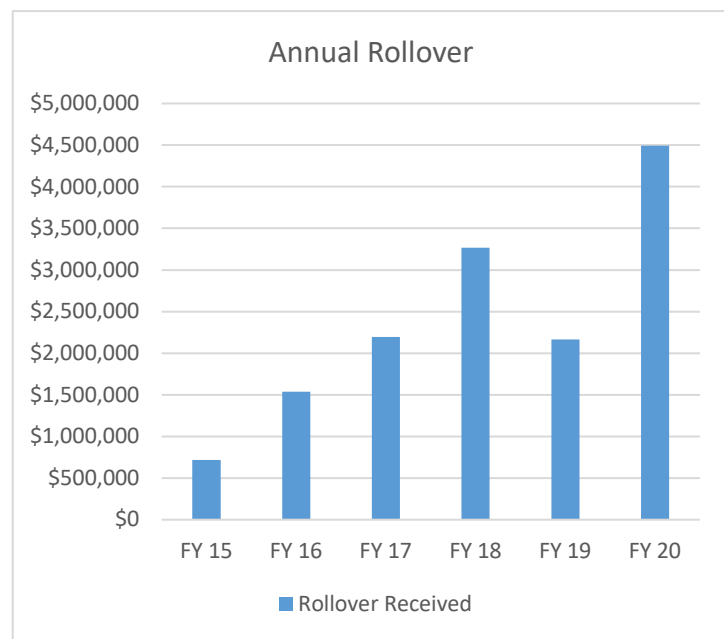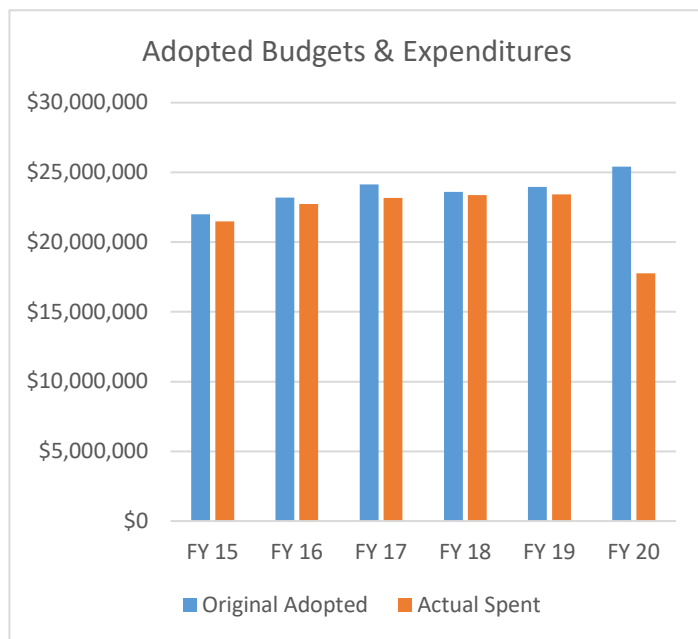
FY20 Rollover as a % of FY20 Adopted Budget: 17.7%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**81**	**$6,928,047**	**$13,366,029**
2220-FAMILY PROTECTION	0	$17,823	$38,773
22C0-HAY CENTER YOUTH PROGRAM	0	$193,990	$1,848,994
22D0-PREP FOR ADULT LIVING (PAL)	0	$0	$32,122
2370-DONATION FUND	0	$22,384	$93,707
23A0-JUROR DONATION PROGRAMS	0	$14,994	$118,160
2410-JUVENILE CASE MGR FEE	12	$863,120	$965,492
27C0-SUPPLEMENTAL GUARDIANSHIP	0	$91,532	$139,082
7024-PAL TRANSITION CENTER	3	$255,197	$458,717
7259-DEPELCHIN GRANT	2	$186,644	$277,088
7348-TRIAD CHILD SEX TRAFFG PRGM	7	$346,980	$630,139
7519-PPT-PERMANENCY PLANNING SERVIC	14	$998,856	$1,435,648
7521-FAMILY ASSESEMENT	5	$311,472	$580,189
7522-CONCRETE SERVICES	0	$139,242	$327,669

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
7615-MY BROTHER'S KEEPER - COH	5	$338,195	$457,367
7663-SUPPORT & SVC FOR FOSTER YOUTH	2	$32,033	$179,404
7671-GOOSE CREEK CISD	3	$0	$510,000
7674-HAY CENTER FOUNDATION SUPPORT	2	$0	$155,000
7986-PRE ADOPT RVW/APRVL STAFFING	0	$31,658	$118,543
8001-MISC FOUNDATIONS GRANTS	3	$372,439	$423,665
8005-HCPS CLINIC INTERGRATED	2	$340,082	$331,827
8006-SENIOR JUSTICE ASSESSMENT CTR	4	$344,796	$466,559
8487-PREPARATION FOR ADULT LIVI(PAL	14	$1,122,347	$2,332,846
8488-COMMUNITY YOUTH DEVELOPMENT	3	$904,263	$1,445,038

PERSONNEL SUMMARY FOR PROTECTIVE SERVICES FOR CHILDREN & ADULTS

All Department Funds
as of November 2019
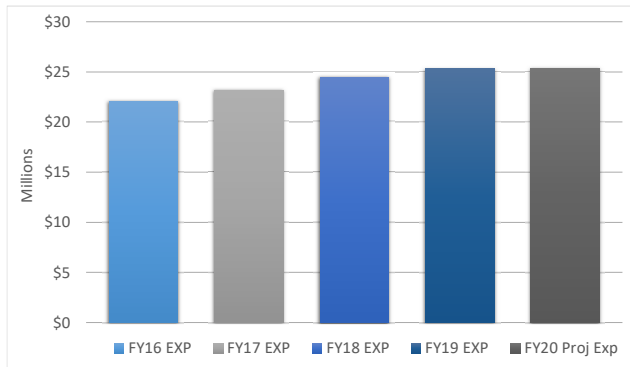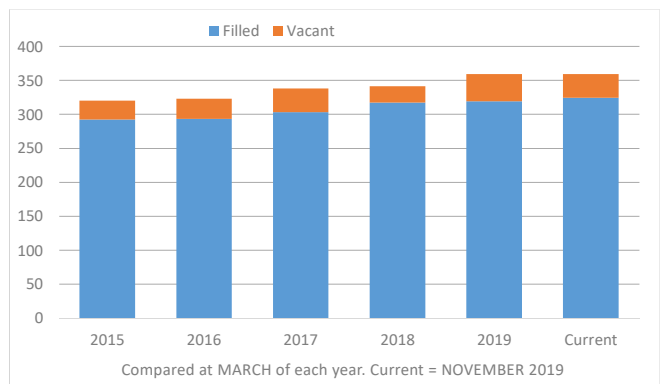
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Compared at MARCH of each year. Current = NOVEMBER 2019

Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	270	3.7%	3.7%
Sept 2017	228	4.0%	2.0%
Sept 2016	200	7.7%	2.5%
Sept 2015	175	11.7%	2.8%
Sept 2014	159	20.1%	3.7%

	Filled	Vacant	Total
R32+	324	34	358
Part	0	1	1
Temp	0	0	0
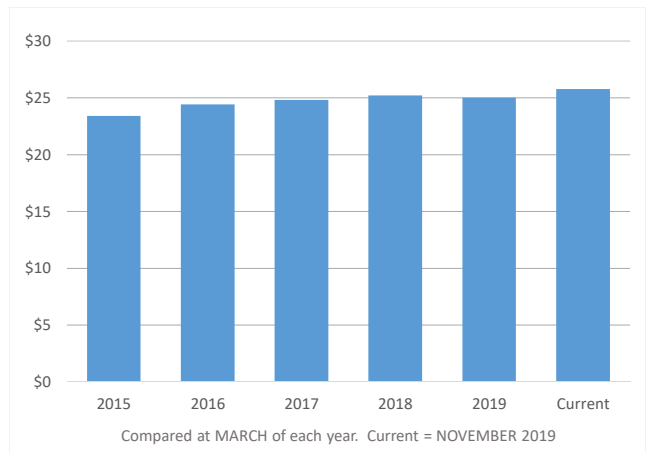
Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

23%, 9%, 9%, 12%, 47%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

34%, 19%, 5%, 33%, 9%

Number of Employees by Age

Age groups: <25, 26-35, 36-45, 46-55, 56-65, >65
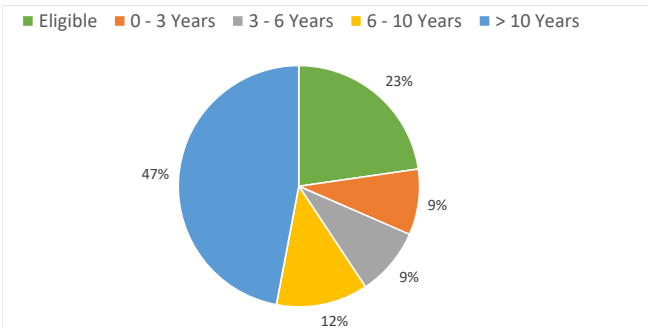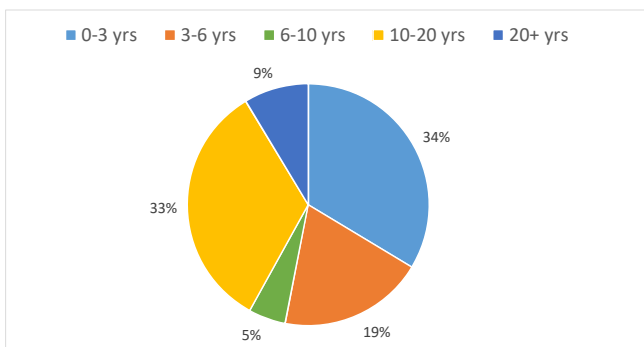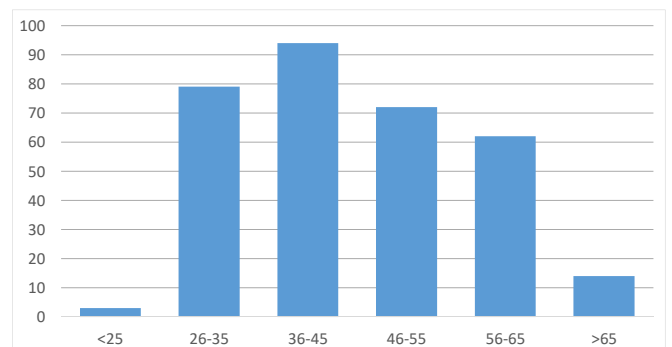
Department-Provided Information

***HCPS BOARD OF DIRECTORS (15)

EXECUTIVE DIRECTOR
JOEL LEVINE

Harris County Protective Services
for Children and Adults
At the Heart of Families

Executive Services Coordinator
Shirley Burlew

****BEAR Program
TAMMY HETMANIAK

****HAY TRANSITION CENTER Program
MARY GREEN*

HUMAN RESOURCES
MARSHA MITCHELL

ADULT SERVICES DIVISION
CLAUDIA GONZALEZ

INTEGRATED HEALTHCARE SERVICES DIVISION
DR. LAWRENCE THOMPSON

FIN AND BUSINESS SERVICES DIVISION
BEVERLY PETTWAY

ORG DEVMT & STRATEGIC INITIATIVES
ANNA BELL

YOUTH SERVICES DIVISION
GINGER HARPER

Guardianship Program

**Assessment Services for Children and Families

Accounting, Grants, Budget Mngt, Fixed Assets, Purchasing

Quality Improvement

**Kinder Emergency Shelter Program

Food Services Education Recreational

Representative Payee Program

Medical/Dental/Mental Health Clinic

Asset Management

Community Relations, Social Media, Communications

Youth Engagement

**Community Youth Services School Based Program

*Senior Justice Assessment Center Program
VOCA Funding

*Integrated Health Care
VOCA Funding

Operations and Facilities

Training Institute

**Justice of the Peace Court Services

TRIAD Prevention & Mental Health

Information Technology

Strategic Planning and Development

Resource Coordination Program

*Child Sex Trafficking Program
VOCA Funding

*Permanency Planning and Family Group
Grant Funding

*Community Youth Development - Prevention Grant

*My Brothers Keeper/ LEAD Prevention Programs Grants

* Fully Grant Funded
** Partially Grant/Contract/ Special Revenue Funded.

***HCPS has a 15 member **County Child Welfare Board of Directors** that is appointed by the Harris County Commissioners Court pursuant to Title V, Sec. 264.005 of the Texas Family Code.

****The **BEAR Resource Program** and the **HAY Transition Center Program** are both Public/Private Partnerships that are supported by their own foundation boards, Harris County General Funds and Contract Funds through the State of Texas.

Form #1: Department Mission and Metrics

Protective Services for Children & Adults - 880

A) Department Purpose/Mission

Purpose: To better the lives of children and adults in Harris County. Mission: To support, enhance and advocate for the safety and well-being of children and adults in Harris County. HCPS works in partnership with the Department of Family and Protective Services and other stakeholders to help accomplish this mission. HCPS provides support services to children and families involved in the foster care system. Additionally, HCPS works with partners across Harris County to provide services to vulnerable adults in our community. HCPS is organized into 5 Divisions. Three of the five divisions provides direct services to children, youth and adults in Harris County. The other two divisions provide support services throughout HCPS. Harris County Protective Services operates under an Executive Director who reports to a 15 member Child Welfare Board that is appointed by the HC Commissioners Court.

B) Discuss your department's accomplishments in the last year.

HCPS staff has worked hard to accomplish many of our goals. Some of these accomplishments include for following.

1) Implemented the care coordination for the Model of Care for female child victims of sex trafficking that is funded through the Governor's Office.

2) Initiated the Law Enforcement Assisted Diversion Program at Attucks Middle School with HC Precinct One Commissioner Rodney Ellis, the City of Houston and Houston ReVision.

3) Implemented TBRI, a Trauma Informed Care model in the Kinder Emergency Shelter located on Chimney Rock. The plan is to use this model across other HCPS programs.

4) Expansion of the Nurturing Parent Evidenced Based Home Visiting Program for families with children ages 0-5 who are in the Family Based Safety Services stages of child welfare services.

5) Expansion of the Bridge Housing and Transition Coach Programs for young adults who are exiting the state foster care system.

6) HCPS has restructured program areas to enhance the delivery of services to children, youth and families in order to improve outcomes. This restructured division is the **Integrated Healthcare Division** and incorporates Children's Services, Medical and Dental Clinic, Family Assessments and other services that directly

impact children and youth in Harris County.

7) HCPS was awarded the Center of Excellence designation from Superior Health Plan for the Healthcare Clinic that provides integrated physical and behavioral health care for children in protective services.

8) HCPS was re-accredited by the **Council on Accreditation (COA)** in 2018, for continuing to demonstrate excellence in service delivery to clients.

9) HCPS launched the **Senior Justice Assessment Center** a few years ago. It is the first of its kind in Texas and one of only a few across the country, to address restoration and prosecution for victims of elder abuse and exploitation. We have partnered with law enforcement, the District Attorney, the County Attorney, Texas Adult Protective Services, UT and others to ensure the success of this program. Funding for this program comes through the Governor's Office with matching support through HCPS general funds.

10) Developed a **2018-2020 Strategic Plan** for HCPS. This plan was designed using input from staff, board, stakeholders, family partners and youth.

C) Discuss actions taken to drive efficiency and productivity in your department.

1) Over the past 18 months, HCPS has worked with staff, board members, community partners and other stakeholders to develop a **strategic plan**. This plan lays out the goals for the period 2018-2020.   HCPS staff and board members review the plan goals to ensure we are moving in the desired direction.

2) In addition to the strategic plan and the goals laid out within that plan, HCPS Quality Improvement team conducts **program reviews** on an annual basis. The reviews are conducted for every program area within HCPS and based on the review results, the QI team recommends actions needed to improve efficiencies, service delivery and compliance.

3) HCPS is an accredited entity under the **Council on Accreditation (COA)** and goes through a review every 4 years to ensure best practices are being used throughout all HCPS programs.

4) During the process of developing the Strategic Plan, HCPS also incorporated CORE Values to strengthen organizational culture. **The CORE Values are H.E.A.R.T.** Help, Excellence, Accountability, Respect and Teamwork. Program reviews, staff evaluations and agency goals all tie into these Core Values. A copy of the Strategic Plan Document is attached.

Form #1: Department Mission and Metrics

5) HCPS reorganized the Children's Services Division into the **Integrated Healthcare Division**. This division incorporates medical, dental, assessments, mental health, parent support and therapy services under one unit to provide seamless services to families. This restructure is expected to result in improved outcomes for those children, youth and families who are involved in the child welfare or other systems.

D) Describe any new responsibilities your department assumed this year.

HCPS has a Medical/Dental Clinic that operates from 8AM to 5PM Monday through Friday. In order to provide the best level of services to children in foster care, there is an identified need to expand the hours of service to include evening and weekend hours. Funding for this expansion was included in the HCPS budget at the beginning of the fiscal year through Commissioner Garcia's office. Even though the clinic services are not new, expansion of service hours is new.

In January of 2019, HCPS received a VOCA grant for Child Sex Trafficking. While much of our work is youth oriented, the work that is being done under this grant is a new opportunity for HCPS to support, enhance and advocate for the safety and well-being of those children who cannot speak for themselves. Even though the funding for this program does not come from General Funds, we are required to provide matching resources.

There are other grant funded initiatives that may require some general fund support that have allowed HCPS to provide much needed services to vulnerable children, youth and adults in the Harris County community.

E) Specify any costs your department incurred this or last year that you won't have next year.

None

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

The HCPS Quality Improvement team conducts program evaluations and reviews throughout the year to ensure proper program compliance, deliverables and efficiencies. Each program has specific measures that are reviewed during this process. These measures are reported to the HCPS Board of Directors on a monthly basis and on a comprehensive annual basis. A copy of the Program Outputs have been included for your information. In addition to the reviews, the Quality

Improvement team prepares **Snapshots** outlining each program, outputs, outcomes and purpose.

HCPS conducts an annual employee survey to get feedback on current processes and other items identified by staff. This survey allows HCPS management the opportunity to work on changes that may be needed to improve efficiencies, outputs, workload, environment and culture. HCPS uses a *client data management application* where all client services and activities are entered for each program area. This system, **EVOLV,** provides reports for staff and management related to inputs, outputs and outcomes for clients served. Reports generated from this system allows management the ability to evaluate the work that is being done, who is doing the work and the timing of the work. It is a valuable tool for measuring performance and client service delivery. See Attached Program Performance Report and the Program Snapshots.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

HCPS conducts surveys on a continuous basis including client satisfaction surveys, stakeholder surveys and community questionnaires. The results from these instruments are used to develop strategic goals and to implement change that may be needed throughout HCPS. HCPS has worked with RICE University - Athena Group to help with external image and branding. This process will allow HCPS to reach more children, youth and families who may be in crisis but do not know where to find the help needed. HCPS has a **Speakers Bureau** where staff engage with the community, provide information on who we are and gather valuable feedback on our image in the community. This interaction also allows HCPS opportunities to evaluate how well we are doing based on community feedback.,

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 880 - Protective Services for Children & Adults

FY19/20 General Fund Adopted Budget: $25,416,000
Rollover Budget Received in FY19/20: $4,491,463

#	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	ACCOUNTING - 10088002. Provides for all accounting, purchasing, payables, grants management, asset management for guardianship wards assets, budget, banking, check processing, travel and mileage, purchasing groceries and goods for wards, clothing vouchers, contracts management. The Deputy Director position will support other programs within the FABS division.	$2,563,000	20	1	$133,657	5.2%	4	Yes
2	DATA PROCESSING/ INFORMATION TECHNOLOGY - 10088003. Provides all IT related services including hardware support, procurement, programming and development for internal applications, support for internal applications through report writing.	$1,979,000	9					
3	HUMAN RESOURCES - 10088004. Provides all human resource related functions for over 310 employees	$684,675	6					
4	TRAINING INSTITUTE - 10088005. Provides training across all programs. CEU's for social workers and other professionals. Staff development. Leadership training. Special training for Guardianship staff and Emergency Shelter staff for compliance and licensing purposes.	$545,000	5					
5	ADMINISTRATION/ORGANIZATIONAL DEVELOPMENT - 10088006. Includes executive services. Board of Directors management. Org Development. Legislative.	$660,000	4					
6	OPERATIONS - MURWORTH - 10088007. Building and Equipment management and maintenance. Security Fees. Repairs. Landscaping. Furniture. Equipment. Murworth location. Modifications and minor construction.	$583,800	2	1	$104,812	18.0%	8	Yes
7	COMMUNITY RELATIONS - 10088008. Provides community relations. Social Media. Speakers Bureau. Media relations. Liaison with State Public Information Officers for Department of Family and Protective Services	$259,000	2					
8	QUALITY IMPROVEMENT - 10088009. Provides department wide program review and program development. Oversight for Council on Accreditation reviews. Grants writing, tracking. Strategic Planning. Data collection and reporting.	$380,000	4					
9	CHILDREN'S CRISIS CARE CENTER - ADMINISTRATION - 10088010. This program is being incorporated into the Integrated Healthcare division. Provides assessment, medical, dental, therapy and psychological services.	$125,000	2					
10	CHILDREN'S ASSESSMENTS - 10088011. Provides assessment services for children in foster care. Oversight for contract Clinicals who test and complete reports for each child.	$364,000	2	1	$92,063	25.3%	6	Yes

Department: **880 - Protective Services for Children & Adults**

FY19/20 General Fund Adopted Budget:	$25,416,000
Rollover Budget Received in FY19/20:	$4,491,463

#	Description	Budget						
11	FAMILY ASSESSMENT SERVICES - 10088012. Provides assessments for families with children in the foster care system. Grant funds cover most of the cost of this services. Contract Clinicians conduct the assessments.	$167,160	1					
12	PERMANENCY PLANNING PROGRAM - 10088014. Provides permanency planning services for children in foster care to ensure the stay in foster care is as short as possible. Goal is to find permanent placement within 12 months of coming into care. Contract with DFPS with support from HCPS general fund.	$264,350	1					
13	SUBSTITUTE CARE/FOSTER CARE MAINTENANCE - 10088015. Supports children in foster care with basic needs. Clothing Vouchers, supplies, graduation expenses when needed, emergency clothing. Foster parent training and support.	$375,000						
14	COMMUNITY VOLUNTEERS/BEAR RESOURCES - 10088016. BEAR services provides toiletries, emergency clothes, holiday gifts, car seats, beds, shoes for children in foster care.	$280,830	3					
15	PAL PREPARATION FOR ADULT LIVING - 1008817. HCPS has a contract with DFPS to provide PAL services to youth who are preparing for their exit from the foster care system. HCPS covers the cost of 2 positions as a part of the match requirement for this grant.	$229,000	2	1	$56,582	24.7%	9	Yes
16	MEDICAL/DENTAL SERVICES/ INTEGRATED HEALTHCARE SERVICES - 10088019. Medical and Dental Clinic services for children in foster care and those youth in the HCPS Emergency Shelter. Cost for contracts with UT for a physician, nurse and nurse practitioner.	$770,000	6	1	$89,296	11.6%	3	Yes
17	FOOD SERVICES - 10088021. Provides 24/7 food services for the Emergency Shelter and the Point of Entry at the Youth Services Center. Three Meals prepared and served 365 days.	$355,000	4					
18	RESIDENTIAL SERVICES/ EMERGENCY SHELTER - 10088022. Emergency Shelter services for youth in foster care and for voluntary short-term youth. The shelter has 24 beds and provides all services including therapy, medications, educational and recreational services for youth.	$1,730,000	22					
19	YOUTH SERVICES ADMINISTRATION - 10088023. Provides management and oversight for Youth Services Programs at the YSC, in Schools, JP Courts, TRIAD, Mental Health, Child Sex Trafficking.	$654,000	9					
20	OPERATIONS - YOUTH SERVICES CENTER - 10088024. Provides building operations and maintenance services in collaboration with FPM. Ensures all equipment is operational including kitchen, shelter, intake.	$1,033,500	4	1	$63,694	6.2%	7	Yes
21	COMMUNITY YOUTH SERVICES - ADMINISTRATION - 10088025.	$995,845	12					
22	COMMUNITY YOUTH SERVICES - SCHOOL BASED SERVICES - 10088027 thru 10088047, 10088071, 10088072. HCPS provides crisis intervention services to students. Case coordination. Student support services. Group services on campus.	$4,648,807	71	4	$294,051	6.3%	1	Yes
23	TRIAD PREVENTION PROGRAMS - 10088050. Prevention and Early Intervention Services for youth and families.	$445,000	3					

Department: 880 - Protective Services for Children & Adults

	FY19/20 General Fund Adopted Budget:	$25,416,000
	Rollover Budget Received in FY19/20:	$4,491,463

#	Description							
24	JP COURT SERVICES - 10088052. One of four prevention and early intervention programs available to at-risk youth in Harris County ages 10-17 who are in need of intense and strength-based services related to truancy, class C misdemeanor offenses and conflict resolution.	$623,000	8					
25	INTAKE AND DIVERSION SERVICES - 10088053. HCPS and Juvenile Probation staff work together to provide crisis intervention, screening and assessment, short-term counseling, referral and follow-up services for youth involved in the court system.	$797,000	10					
26	GUARDIANSHIP ADMINISTRATION - 10088060. This program has oversight for 1,250 wards who have been referred to the program by the probate courts. Services are provided to adults who are incapacitated and can not handle their own affairs. Services provided covers living, food, medical, social, etc.	$852,000	8	1	$128,087	15.0%	2	Yes
27	GUARDIANSHIP CASE MANAGEMENT - 10088061. Case management services for 1,250 wards referred by the probate courts.	$4,558,310	64					
28	HOPES PROGRAM - 10088056. Provides visit services for children and families in the child welfare system. Works with DePelchin on a contract with the State DFPS. This general fund cost provides for match.	$175,000	2					
29	REPRESENTATIVE PAYEE - 10088062. Two case managers provide support services to adult clients who need help managing their affairs.	$176,000	2					
30	ACCOUNTING - 10088002. Provides for all accounting, purchasing, payables, grants management, asset management for guardianship wards assets, budget, banking, check processing, travel and mileage, purchasing groceries and goods for wards, clothing voucher			1	$94,132		5	Yes
31	COMMUNITY BASED RESIDENTIAL SERVICES/CRCG - 10088065. Wrap-around services for children who have multiple system involvements. The purpose of this service is to divert and reduce further involvement of at-risk youth with complex needs from the juvenile justice and child welfare systems through coordinated prevention services that reduce duplication among agencies.	$243,517	2					
32	PARENT TEEN - 10088070. Staff provide services throughout Harris County for parents and teens who are dealing with conflict. Many of the clients are referred through the JP Court. This training helps the parent and the child find better ways of communicating and resolving conflicts.	$212,000	3					
33	HISD ATTUCKS MIDDLE SCHOOL - MBK - 10088073. This program is funded through Commissioner Precinct 1 and targets youth who are in need of support and help towards success.	$110,000	1					
34	VEHICLE MANAGEMENT - 10088080. HCPS Fleet program.	$130,250						
Department-Estimated Totals		$27,969,044	294	12	$1,056,374	3.8%		

Department: | 880 - Protective Services for Children & Adults

FY19/20 General Fund Adopted Budget:	**$25,416,000**
Rollover Budget Received in FY19/20:	**$4,491,463**

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES**

Functional Area: FINANCIAL AND BUSINESS SERVICES
Dept. Funding Priority #:   4

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		133,657
Other Recurring Costs		
Total Request	$	**133,657**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The current Director has a very broad scope of responsibilities including accounting, budget, grants, information technology, operations, asset management, fixed assets, purchasing, payables, etc. A position that can manage processes will help ensure all areas are properly covered and that there is a plan for transitioning job duties as HCPS grows.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Funding will be used to pay for the cost of salary and fringe, equipment, furniture, supplies, training.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Many county departments utilize the deputy level to ensure business continuity and to ensure programs are in compliance with policy and procedures. This type of position is also used within HCPS in other areas and is needed in the Financial and Business area to ensure all programs are managed to perform as needed. The Director position cannot cover all areas as efficiently as needed resulting in projects not being completed timely. This model seems to work well with other HCPS program areas.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Evaluate at least annually the benefits of having the support at the level needed and making adjustments where desired.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly division reports. Improve efficiency in operations.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Deputy Director - $96,000 base   18 Pay Periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Additional office space will be needed.

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES**

Functional Area: FABS – OPERATIONS Item 6 on Form #2
Dept. Funding Priority #:   8

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		104,812
Other Recurring Costs		
Total Request	$	**104,812**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The HCPS – Operations Team has a continuous flow of projects that require more management in order to ensure proper delivery and cost control. At the current staffing levels, it is difficult to complete projects as efficiently as needed. A Project Manager will be able to collaborate with FPM and Engineering on projects at Murworth, Youth Services Center, HAY Center and the BEAR Offices. This team coordinates construction projects, office modifications, staff moves, furniture needs, kitchen equipment management, medical clinic equipment management, dental equipment management. In order to ensure client needs are met in the various programs across HCPS, a Project Manager will ensure jobs are prioritized, coordinated and delivered. There are currently more than 120 requests for services from the Operations team.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Requested funding will be used to pay for salary, fringe, training, supplies, equipment and furniture. A position will allow the Operations Manager more time to manage the program with better efficiency.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
It currently takes a lot of time to handle projects from start to finish because there is no dedicated staff to handle those projects that take more than a few days to complete. This position will have oversight to ensure delivery is made as purchased. A trained project manager will help with several major construction projects that are needed. This list of projects continues to grow as HCPS grows and as time passes.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Projects will be tracked using our Projects tracking system. This will help management determine the level of efficiency, timeliness and effectiveness. We will also gather feedback from our end-users.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly progress reports are completed for the Operations team. Evaluation information will be included in this monthly report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Project Manager $72,800 base   24 Pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Office space is available with some modifications.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES**

Functional Area: INTEGRATED HEALTHCARE SERVICES – Children's Assessments. Item 10 on Form #2
Dept. Funding Priority #:   6

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		92,063
Other Recurring Costs		
Total Request	$	**92,063**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
We are requesting a therapist to work with the children seen in the Integrated Health Care Clinic when the Pediatrician or Psychiatrist feels this type of intervention would be helpful. All of the children have experienced trauma and are either living with relative caregivers or in foster care. This therapist will also provide mental health services at the HAY Center to children aging out of care. The youth are many times stuck in their developmental process by the untreated trauma that has plagued their lives. We would like to offer services to these children from the Cradle to the Crib (independent living). Intervening with the older population will help in reducing homeless and exploitation of these children.   The proposed therapist will split time between the two settings and will also provide suicide and homicide assessments when indicated.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
We would like to address this population with a trauma informed therapist who can not only help children understand and take charge of their current situations but also to help with their forward movement in taking charge of their lives.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Currently there is no designated therapist for either population mentioned. We do know that the children most successful when exiting foster care are those who understood what had happened to them and what was going to happen. They report that when this is information they have they are able to create a viable vision for themselves. They report their success being deeply dependent on at least one individual who believed in them. We want to be that individual. The number of clients receiving therapy would increase which will support VOCA Grant requirements.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
When appropriate, we will administer pre/post evaluations to help us determine the success or this treatment.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly reports to the HCPS Board of Directors. Annual Report. Program Reviews by the QI team.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Therapist $62,546 base   18 Pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
There is available space for this position.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES - 880**

Functional Area: HAY TRANSITIONAL CENTER FOR YOUTH Item 15 on Form #2
Dept. Funding Priority #:   9

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		56,582
Other Recurring Costs		
Total Request	$	**56,582**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
There is minimal administrative support at the HAY Center.   The program has doubled in the past 9-years with no added administrative support added
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Hire one position to take on the support role at the HAY Center. This will improve efficiencies for the case managers as well as the youth who come to the center for support services. Funding will be used to cover the cost of salary, fringe, equipment, furniture and supplies.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The HAY Center has operated for quite some time without support even as the program grows. This is in line with support provided in other program areas of HCPS.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will evaluate the benefit of having this support based on client satisfaction and staff satisfaction with improved processes.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly program information that is reported to the HCPS Board of Directors. Annual Program Review conducted by the QI team.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Administrative Technician $34,008 base   18 Pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No added space needed.

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES - 880**

Functional Area: INTEGRATED HEALTHCARE SERVICES DIVISION Item 16 on Form #2
Dept. Funding Priority #:   3

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		89,296
Other Recurring Costs		
Total Request	$	**89,296**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
A **medical case manager** is needed to support integration of service delivery. Due to the population the clinic serves, many of the patients present with multiple medical conditions that require specialty care. This requires multiple referrals. Referrals have to be identified near the patients' home and the provider also has to accept Medicaid. There is a very lengthy process involved with completing a referral which is occupying much of the medical assistants' and nurse's time that could otherwise be spent seeing patients.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Funding will be used to pay for this full time position.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Currently, the medical assistants are working extra to track and document all referrals. This could decrease and the number of patients seen could increase.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The number of patients seen should increase because the medical assistants and nurse will have more available time.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly reports are provided to the HCPS Board of Directors based on data drawn from the client management system (EVOLV). This information is also reported annually in the HCPS Annual Report.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Medical Case Manager – Referral Specialist $60,320 base   18 Pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Existing office space can be reconfigured using modular furniture.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES**

Functional Area: FABS - OPERATIONS
Dept. Funding Priority #:   7

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		63,694
Other Recurring Costs		
Total Request	$	**63,694**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
A position is needed to support the Operations Team with the many requests that are received from employees in 4 locations. There is currently a temporary performing the duties needed, however, after 6 months of performing as a temp, it is required that the position be transitioned into a full time position. This position maintains vendor lists and ensures purchase orders are completed and services completed before payment is made. Coordinate with the Operations Manager to schedule all requested staff meetings; maintain appropriate Operation Logs and all associated documents. This position will also provide updates for all Operations related processes such as (OPS's Weekly Status Updates, OPS Projects and OPS Work Task Request Checklist).
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Funding will be used to pay for salary, fringe, computer, furniture, supplies and mileage for this position.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Operations has been using staff from other areas to complete task that are critical to the efficient operation of the program. As demands increase across HCPS, other staff are not available to provide this support. The temp staff is utilized full time and has been fully utilized for more than 6 months. Internal information indicates a strong need for this position.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Operations tracks all projects. We will measure the timeliness of project completion based on timelines. This will include initiating purchase requests, follow-up and payment.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly program status reports are provided to the FABS Director and progress is reviewed on a weekly basis to ensure efficient and timely delivery of services.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Administrative Technician $39,728 Base Salary   24 Pay Period since staff is already serving in a temp capacity.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Space is currently available.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES**

Functional Area: YOUTH SERVICES- COMMUNITY YOUTH SERVICES See Item 22 on Form #2
Dept. Funding Priority #:   1
Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		287,051
Other Recurring Costs		7,000
Total Request	$	**294,051**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Opportunity for expansion of CYS positions to meet a growing need for services to school aged children and youth.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Provide crisis intervention and case coordination services to youth & families identified by districts as being in need. Expected outcomes is improvement in the well-being of youth and families. Timeline is for 2020-2021 school year.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
During the last school year, CYS provided case coordination services to 3,399 students, and student support services to 33,956 students to our partnering districts. The districts referenced above have submitted letters indicating a growing need for services. Please see attached letters (appendix 1 & 2).
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will be utilizing EVOLV for data collection, and our current Quality Improvement standards, as well as our program goal and objectives
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly reports of outputs and outcomes are provided to the Child Welfare Board of Directors. Additionally, program reports are provided as a part of the HCPS annual report and strategic planning process.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Youth Service Specialist $46,218   20 Pay periods for each of the listed positions. Contract. School district will reimburse 60% of cost of salary+fringe+mileage. Youth Service Specialist $46,218 Youth Service Specialist $46,218 Youth Service Specialist $46,218
G) Is additional office space needed or will existing space need to be built-out for requested new positions? no
No additional space needed. These positions work in the assigned school district.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES - 880**

Functional Area: ADULT SERVICES DIVISION – GUARDIANSHIP – Item 26 on Form #2
Dept. Funding Priority #:   2

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		126,087
Other Recurring Costs		2,000
Total Request	$	**128,087**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
In 2017 the Texas Legislature passed a law that required all Guardianship Programs in the state of Texas be certified by the Judicial Branch Certification Commission. This certification requires a strict adherence to the Guardianship Standards, Rules, and Regulations and has placed a liability on programs that are found to be in violation of such standards. The Harris County Guardianship Program completed all of the requirements, is certified and in good standing. Strict adherence to the Guardianship Standards, Rules and Regulations require additional oversight of program operations as well as staff and resource management. Currently, the program is managed by a Division Director, who also has oversight of the Representative Payee Program and the Senior Justice Assessment Center. The scope of control and oversight is large and a violation of the rules and regulations could result in a liability to the department and Harris County.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The addition of a Deputy Director will allow for a more manageable workload for the Division Director and provide an opportunity to effectively manage the three programs in the Adult Services Division. Funding will be used to cover the cost of a position plus fringe, travel, mileage and equipment.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The Harris County Guardianship Program is the largest public guardianship program in the state and serves approximately 1200 people under guardianship. The program is staffed by 50 Guardian Case Managers, 10 Supervisors, 2 Program Managers, a Program Monitor, 2 Contract Managers, 2 Benefit Coordinators, 3 Administrative Assistants and a Division Director. Currently, the Division Director is responsible for managing program service delivery; developing and managing program resources; developing and managing community resources and public relations; and supervising management staff. In similar public and non-profit agencies these tasks are managed by more than one person resulting in improved program oversight; increased support to program staff; increased opportunities to create public/private partnerships and collaborations to improve services and increase resources, and a stronger oversight to ensure adherence to rules and regulations and a decrease in liability.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
An end of year evaluation will be conducted with the expectation that this position will impact and help decrease staff turnover; increase oversight resulting in zero violations of guardianship standards, rules and regulations; and a decrease in liability to the agency and county.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Results are reported monthly in performance reports to the HCPS Board of Directors. There is also an annual survey that allows management to get feedback on performance, outputs and outcomes.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Deputy Director – Adult Services   Base Salary = $91,520   18 Pay Periods.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Office space is available. Furniture will need to be purchased.

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **HARRIS COUNTY PROTECTIVE SERVICES**

Functional Area: FINANCIAL AND BUSINESS SERVICES - ACCOUNTING
Dept. Funding Priority #:   5

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		94,132
Other Recurring Costs		
Total Request	$	**94,132**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
An accounting position was moved to support the Guardianship Program with contracts management. The duties that were being performed still must be done in order to provide for a separation of duties within the HCPS Accounting area. This position will be utilized to perform the following duties; Reconcile Fixed Assets, Reconcile Bank Accounts for review, coordination of purchasing for wards, assist with the management of prepaid cards for clients, assist with clothing purchases for children in foster care.,
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Funding will be used to cover the cost of the salary, fringes, supplies, computer equipment, furniture and training for this position. This position will help meet the demands of the various programs within HCPS. According to program information for Guardianship, more wards are in need of support services due to a requirement that HCPS serves as the Rep Payee versus that duty being left to the nursing or personal care home. Clients will receive services and resources sooner which will help with their quality of life which is the main focus of the HCPS program that provides services to wards.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Input based on client needs for resources including groceries, personal care items, prepaid cards, medicines, clothing. Funds for the purchases are taken from the clients' resources, however, the manpower needed to complete these functions is stressed as the demand grows.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will look for a reduction in the amount of time it takes when a request for purchase is received by Accounting and when the purchase is made and goods delivered.   Our goal is to ensure wards receive their resources timely and correctly.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Monthly program reports are completed. These reports cover the performance of each area to ensure goals are being met and all duties are covered. This information will be maintained and will be available as requested.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Accountant $64,210 base   24 Pay period. Replace position that was moved to Guardianship.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Need for space modification to accommodate all accounting staff.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Monthly Program Outputs Fiscal Year:
12 Months ending February 2019(unless noted)

Children's Services Division	Feb. 2019	Feb. 2018	YTD
BEAR			
• Children Served	1,161	852	12,942
Children's Crisis Care Center (4C's)			
• Family Assessments Conducted	19	18	237
• Child Evaluations	79	47	819
• Permanency Planning Team Meetings	192	281	2,916
• Family Group Decision-Making Conference (FGDC)	18	33	234
Medical Clinic			
• Medical Services: Children Served	184	155	1,702
• Dental Services: Children Served	61	55	678
• Behavioral Health: Children Served	67	46	486
• Outreach/Education Events	4	6	20
HAY Center			
• PAL (*Preparation for Adult Living*) In-Care Youth Served	178	25	1,005
• PAL (*Preparation for Adult Living*) Aftercare Youth Served	168	169	1,850
• Transition Services: Unduplicated Clients Served	116	144	1,728

Youth Services Division	Feb. 2019	Feb. 2018	YTD
Community Youth Services (CYS)			
• Number of new cases opened (*School Calendar Year*)	282	409	3,893
• Student Support Services (*one-time services such as uniforms, basic needs*)	3,633	7,574	35,936
Resource Services (Includes CRCG)			
• Number of Families Enrolled	11	6	113
• Number of New Assessments	8	5	58
• Number of CRCG(*Community Resource Coordination Groups*) Meetings	7	8	83
Kinder Emergency Shelter			
• Total Number of Youth Served (unduplicated)	22	24	346
• Number of New Youth Admissions	9	18	171
• Occupancy Rate	54%	59%	56%
TRIAD Prevention Services			
• Community Youth Development	70	152	2,005
• Mental Health Services: New Cases Opened	13	13	109
• Mental Health Services – Active Cases	64	47	628

Youth Services Division	Feb. 2019	Feb. 2018	YTD
• JP Court Case Management: Number of Cases Opened	3	2	33
• JP Court Liaisons: Number of Families Served	457	567	6,411
• Juvenile Intake Diversion: Number of Youth Served	74	54	772
• Juvenile Intake Diversion: Crisis Hotline Calls Received	102	91	1,029
• Parenting with Love and Limits: Family Cases Opened	6	7	137
• Parenting with Love and Limits: Number of Graduates	10	6	110
• Parent/Teen Survival: Number of youth enrolled	9	23	242
• Parent/Teen Survival: Youth Completing Program	3	9	100
• TRIAD Truancy Class: Number of Families Served	26	No classes	199

Adult Services Division	Feb. 2019	Feb. 2018	YTD
• Guardianship Program: Wards as of 2/28/2019	1,202	1,187	1,297
• Representative Payee Clients as of 2/28/2019	49	50	57
• Senior Justice Assessment Center Clients as of 2/28/19	171	90	222

Training Institute	Feb. 2019	Feb. 2018	YTD
• Number of Participants Attending DFPS/HCPS Workshops	186	397	3,636
• Total Number of Basic Skills Development Classes	3	3	33
• Total Number of Basic Skills Development Students	84	59	999

Communications	Feb. 2019	Feb. 2018	YTD
• Number of Speaking Engagements	0	4	26
• Number of Traditional Media events(Print, TV, Radio)	0	0	9

Communications – Social Media	Feb. 2019	Feb. 2018
• Number of Facebook "Likes"	1,965	752
• Total Facebook Followers	1,978	New measures
• Monthly Visitors to HCPS Website	3,330	2,300
• Monthly Average Reach	869	231

CANS (*Child and Adolescent Needs and Strengths*) Assessments Provided	Feb. 2019	Feb. 2018
• Intake	19	8
• TRIAD Mental Health	15	16
• JP Court Wraparound Case Management	5	2
• Kinder Shelter	0	0
• Resource Services	5	3
• Community Youth Services	282	309
TOTAL	**326**	338

NOTE: All monthly statistics represent service activity over 30 days, except where otherwise indicated. All Year-To-Date (YTD) statistics represents service activity from 3/1/18 through 2/28/19 to date unless otherwise indicated. All information represents unduplicated statistics unless otherwise indicated FYTD=Fiscal Year to Date, CYS Program= Follows School Calendar Year of August 2018 to July 2019, Traditional Media= Print, Newspaper, Radio and TV.

To support, enhance and advocate for the safety and well-being of children and adults in Harris County.

Monthly Program Outputs Fiscal Year:
12 Months ending February 2019(unless noted)*

Children's Services Division	Feb. 2019	Feb. 2018	YTD
BEAR			
• Children Served	1,161	852	12,942
Children's Crisis Care Center (4C's)			
• Family Assessments Conducted	19	18	237
• Child Evaluations	79	47	819
• Permanency Planning Team Meetings	192	281	2,916
• Family Group Decision-Making Conference (FGDC)	18	33	234
Medical Clinic			
• Medical Services: Children Served	184	155	1,702
• Dental Services: Children Served	61	55	678
• Behavioral Health: Children Served	67	46	486
• Outreach/Education Events	4	6	20
HAY Center			
• PAL (*Preparation for Adult Living*) In-Care Youth Served	178	25	1,005
• PAL (*Preparation for Adult Living*) Aftercare Youth Served	168	169	1,850
• Transition Services: Unduplicated Clients Served	116	144	1,728

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To support, enhance and advocate for the safety and well-being of children and adults in Harris County.

Harris County Protective Services
for Children and Adults

FY 2019
4C's Child &
Family Assessments

hcps.harriscountytx.gov

HELP- EXCELLENCE- ACCOUNTABILITY –RESPECT -TEAMWORK

The Children's Crisis Care Center was created as a new program in 1989 to provide assessment services to abused and neglected children in Harris County.

Description and Purpose:

COA Standard: MHSU- Mental Health & Substance Use Disorders (Assessments)

The Children's Crisis Care Center (4Cs) is a collaborative community partnership assessing the needs and planning for the safe future of children in our community. 4Cs works to develop a long-lasting plan for children entering child welfare custody by providing early comprehensive child and family evaluations to identify needed services and to determine the effect of physical abuse and neglect on children.

- *Assists caseworkers in the courts with family psycho-social assessments and child developmentals /psychologicals*

Population Served

Families whose children are in the legal custody of the Department of Family & Protective Services (DFPS)
- Parents may receive a Family Assessment (Psycho-Social Assessment).
- Children (age 3-17) are able to have a CANS Assessment within 30 days of Conservatorship (CVS) date.
- Children (age 2-4) are able to have a Developmental Assessment or a Psychological Evaluation (age 5-17)

Services Provided

- **Psycho-Social Assessment**- a way of assessing parent's behavior, personality, cognitive abilities, and other domains.
- **CANS Assessment (Child and Adolescent Needs and Strengths)-** assess strengths and needs of child to assist with planning services and placement of child. The *CANS conducted by Harris Center licensed staff.* Harris county
- **Developmental Evaluation**- assess aspects of Child functioning such as cognition, communication, behavior, social interaction, motor and sensory abilities, and adaptive skills.
- **Psychological Evaluation-** assesses child's behavior, personality, cognitive abilities, and several other domains.

Staffing

- 2 full time Admin support staff
- 8 Contracted clinicians

Revenue Sources

- Harris County General Fund
- Texas Department of Family and Protective Services (DFPS) contract

Program Impact: Contract Outputs

DFPS Contract Outputs	FY 2017	FY 2018	FY 2019	Variance
Number of Children's Assessments (Psycho-socials, developmentals, psychologicals)	853	**555**[1]	**821**[1]	-32
Number of Family Assessments	405	**397**	**234**[2]	-171
Number of CANS Assessments	NA[3]	NA[3]	113	113

[1] *In FY 2018 DFPS shifted their children's assessment contracts from HCPS to STAR Health which decreased our numbers served. In FY 2019 DFPS amended their contract back to HCPS for assessments for children ages 3 through 17 years of age who enter DFPS conservatorship.*

[2] *The Family Assessment team experienced a high number of staff vacancies in the first two quarters of the fiscal year that decreased the number of family assessments conducted.*

[3] *CANS Assessments is a new service that did not begin until FY 2019.*

KEY PROGRAM ACHIEVEMENTS

- Collaboration with the Harris Center to provide onsite CANS assessments within 30 days of CVS date for children newly coming into DFPS care.
- Fully staffed family assessment team
- Meeting DFPS contract requirements pertaining to timeliness of 2054 process, and scheduling and completing family assessment reports

IMPACT STORY

"*She took her time and listened to everything I had to say. Didn't rush me or criticize me at any given time. I felt very comfortable around her.*" (Taken from a family assessment client survey result).

"*Clinician was fantastic. She forged ahead with my child's waning attention span. She also listened and responded to my concerns. Great experience overall.*" (Taken from a children assessment client survey result).

GOALS & OBJECTIVES UPDATE

Goal #1: To meet requirements of DFPS Family Assessment contract

Key Targets: By the end of Fiscal Year 2019, increase the total number of 2054s ordered and received prior to assessment date, as specified in the contract.

Increase the total number of family assessments scheduled within 30 days of the CVS date, as specified in the contract.

Status Update: The total number of 2054s ordered within specified timeframe increased. The total number of family assessments scheduled within 30 days of the CVS date decreased due to a high number of staff vacancies on the family team between February and July 2018.

Goal #2: To revisit collaborations with DFPS and Harris Health in regards to adding CANS

Key Targets: By the end of Fiscal Year 2019, increase the total number of children and family a assessments from the previous year(>555/397, respectively).

Status Update: The total number of children assessments increased (934 including CANS). The total number of family assessments decreased (234) due to a high number of staff vacancies on the family team between February and July 2018.

CLIENT SATISFACTION

Families are provided with customer satisfaction surveys allowing them to give vital feedback on the operation of the 4Cs program. The satisfaction survey includes five questions that cover focus areas such as: whether the guardian was adequately made aware of their rights and responsibilities, service provider professionalism, linguistically appropriate materials, whether the office hours of operation fit their schedule and whether the services received during the visit were suitable to the needs of the family. Clients are asked to score the first five survey questions using the strongly

agree to strongly disagree method. A sixth question asks for an overall rating of the agency on a scale of 1 through 5 with 5 being the highest score. The surveys are divided between families receiving child/youth assessments and families receiving adult assessments

- For Fiscal Year 2018-2019, **183** surveys were submitted. HCPS Clinicians provide child's caregiver/guardian with a satisfaction survey at the end of the assessment process, and inform that completing the survey is entirely optional. All completed surveys are submitted to the Clinical Services Supervisor for review and data entry of results.

Children's Assessments Satisfaction Survey (N=183)					
Question	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
1. I was provided information about my rights and responsibilities as a client.	14%	84%	0%	0%	2%
2. The people who work at this agency treat me with respect.	14%	85%	0%	0%	1%
3. The hours of service are convenient for me.	14%	82%	3%	0%	1%
4. I received services in a language I understand	14%	85%	0%	0%	1%
5. The services I received today were of benefit to me and/or my child.	15%	82%	2%	0%	1%

• For Fiscal Year 2018-2019, **150** surveys were submitted. HCPS Family Clinicians provide client with a satisfaction survey at the end of the assessment process, and inform that completing the survey is entirely optional. All completed surveys are submitted to the Clinical Services Supervisor for review and data entry of survey results.

Family Assessment Satisfaction Survey (N=150)					
Question	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
1. I was provided information about my rights and responsibilities as a client.	25%	74%	1%	0%	0%
2. The people who work at this agency treat me with respect.	18%	81%	1%	0%	0%
3. The hours of service are convenient for me.	24%	71%	4%	1%	0%
4. I received services in a language I understand	19%	81%	0%	0%	0%
5. The services I received today were of benefit to me and/or my child.	23%	76%	1%	0%	0%

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

	FY 2017	FY 2018	FY 2019
# Client Case Files Audited	29	33	24
% Average Case Review Score	92%	92.1%	90.4%

Comments:

- The program case file checklist and format has been updated to streamline staff access to information.
- For FY 2020 the QI Team will be partnering with 4C's staff to upload case files into the EVOLV database to meet the new case review sampling guideline targets.
- There were (3) audits on the 4C's program contract by The Department of Family and Protective Services. No major findings identified.

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	0	0	1
# Physical Restraints	0	0	0

- No incident reports or restraints reported for the fiscal year.

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Challenges:

The total number of family assessments completed decreased due to a high number of staff vacancies on the family team between February and July 2018.

Program Improvement Plans for FY 2020:

Inconsistent information/data sharing with other departments. Inconsistent communication between staff and departments pertaining to data/reports. Not all available data entered into EVOLV. Not all staff entering their data into EVOLV.

RELATED STRATEGIC GOAL:

☒Goal #1 (**Data,** *Performance Management, Staff/Board development, Employee Recognition*)

☐*Goal #2 (Enhanced internal/external Communication)*
☐*Goal #3 (Strengthen partnerships)*

Action Step	Person Responsible	Timeframe
Increase timeliness of family assessment report completion every quarter.	Schedulers, clinicians, supervisors, IT, QI, clients, DFPS, Harris Center	Quarterly
Increase staff participation in data entry by end of second quarter	Schedulers, clinicians, supervisors, IT, QI, clients, DFPS, Harris Center	August 2019

FY 2019
4C's
Permanency

Harris County Protective Services
for Children and Adults

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HELP- EXCELLENCE- ACCOUNTABILITY –RESPECT -TEAMWORK

Description and Purpose:

The Children's Crisis Care Center (4Cs) is a collaborative community partnership assessing the needs and planning for the safe future of children in our community. As part of the contract with the Department of Family and Protective Services (DFPS), The permanency team works to develop a long-lasting plan for children entering DFPS custody by facilitating **Permanency Conferences** and **Family Conferences (FC)** and providing home based **parenting programs** to eligible families.

Population Served

- Families who have lost custody of their children to DFPS. The permanency team collaborates and facilitates with the court caseworkers, attorneys and parents to develop and monitor individualized goals for placement of the child.
- Prevention services to families who have not lost custody of their children but need home parenting resources to maintain conservatorship. HCPS is a subcontractor for DePelchin to provide home-based parenting sessions to eligible families referred by DFPS to keep them out of the foster care system.

Services Provided

- **A Permanency Conference (PC)** is a formal type meeting that discusses the goals for the children and what parents are expected to do. The parents, caregiver, caseworkers, and attorneys attend this meeting.

- **A Family Conference (FC),** also known as a Family Group Decision Making Conference (FGDM) can be requested by a parent or caregiver instead of a permanency conference. This is a time for the family and their support system to obtain information and to make some decisions about what they think would be best for the children. In addition to the casework staff and attorneys, the family can decide who is invited, including neighbors, church members, or anyone who is concerned about the children. It can also be with just the parent(s).

- **The Nurturing Parenting Program** is a home based parenting program that uses the evidence based Nurturing Parent Model. Both parents and their children birth to five years participate in home-based, group-based, or combination group-based and home-based program models. In addition, clients are provided therapy services to work through barriers that prevent a parent from making optimal use of the nurturing sessions. The Nurturing Parenting Program has 14 parenting sessions that must be completed prior to finishing the Program.

Staffing

- 3 Family Group Coordinators
- 10 Admin Support Techs
- 1 Intake Supervisor
- 1 Permanency Manager
- 3 Certified Nurturing Parenting Program (NPP) Clinicians under the DePelchin subcontract

Revenue Sources

- Harris County General Fund
- Department of Family and Protective Services (DFPS) Region 6 Contract

Program Impact: Contract Outputs

DFPS Contract Outputs	FY 2017	FY 2018	FY 2019	Variance
Permanency Conferences	3160	**3223**	**3220**	+60
Family Group Conferences (FGC's)	246	**324**	**200[1]**	-46
Nurturing Parenting Program (**target-90**)	90	90	**92**	+2

[1] The Department of Family and Protective services has updated our contract and transferred responsibility of FGC's in outlying counties to their staff instead of county staff. We anticipate numbers for this service will continue to decrease as a result of this change.

KEY PROGRAM ACHIEVEMENTS

- The program partnered with New Hope Housing to provide housing for 30 of our families.
- We partnered with Buckner's to provide education and life-skills training for all families living at New Hope Housing
- We have conducted educational conferences joining with some of our clients to explain our program and celebrate their success.
- We created a podcast describing our program and its value to the community.

IMPACT STORY

 One of the women housed at New Hope Housing escaping domestic violence, engaged in the educational program at Buckners and completed her GED. She then went on to enroll in college and is also currently teaching the Math tutorial for Buckner clients preparing for the GED. She recently joined us on a panel presentation regarding the program and its benefits to her. At the end of her presentation she said *"I have lived in many apartments and houses in my life but this is the first time in my life I have had a Home".*

GOALS & OBJECTIVES UPDATE

Goal #1: To meet contract requirements of RAS

Key Targets: By the end of Fiscal Year 2019, submit 800 surveys
98% of survey ratings on services will be in the positive range
.

Status Update: 98% of the surveys were scored as positive

Goal #2: To meet contract requirements of the Nurturing Parenting Program under DePelchin

Key Targets: By the end of each contract year, 90 families will be enrolled in home-based parenting program.

By the end of each year% of families will complete the program

Status Update: Goals for the contract have been met and exceeded. 92 families were served.

CLIENT SATISFACTION

Survey Methodology is being revisited pending contract/divisional restructuring

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

	FY 2017	FY 2018	FY 2019
# Client Case Files Audited by DFPS	0	0	31
% Average Case Review Score	NA	NA	PASS

Comments:

- DFPS conducted a targeted audit of the permanency contract on (31) case files on February 13th, 2019. The program passed the audit and remains in good standing.

- *There were no DFPS audits on this contract in 2017-2018.

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	0	0	0
# Physical Restraints	0	0	0

- No incident reports or restraints reported for the fiscal year.

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Challenges:

We need funding for basic needs in the Nurturing Parenting Program. Poverty is the relevant factor with most of our families. We need funding to help these families obtain birth certificates and other legal documents, household goods including furniture and cleaning products. We would also like to expand this program since the demand is completely occupying and stretching our current staff.

RELATED STRATEGIC GOAL:		
☐Goal #1 (***Data,*** *Performance Management, Staff/Board development, Employee Recognition*)		
☐*Goal #2 (Enhanced internal/external Communication)* ☒***Goal #3 (Strengthen partnerships)***		
Action Step	**Person Responsible**	**Timeframe**
Enhance program by identifying supplemental funding for basic needs/expansion	Twila Ross// QI Grants Specialist	End of 2019

Harris County Protective Services
for Children and Adults

FY 2019
Integrated Healthcare
Clinic Program Review

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HELP- EXCELLENCE- ACCOUNTABILITY –RESPECT -TEAMWORK

INTEGRATED HEALTHCARE CLINIC FY2019 SNAPSHOT

The Integrated Healthcare Clinic achieved status as the first Foster Care Center of Excellence in Harris County in May 2017.

Description and Purpose:

COA Standard: MHSU- Mental Health & Substance Use Disorders

The HCPS Integrated Healthcare Clinic works with the University of Texas Medical School to provide quality medical, dental and behavioral healthcare to children that are in the care of the Department of Family and Protective Services (DFPS) and Kinder Emergency Shelter.

- The clinic assists caseworkers in the courts with physical and mental health assessments on suspected child abuse/neglect
- The clinic assists kinship caregivers with centralized and trauma informed medical, dental and behavioral health and kinship navigation services.

Population Served

- Infant children, adolescents and young adults (0-18) in DFPS custody
- Kinder Shelter Youth
- Caregivers of children in DFPS custody (Family Navigation Services)

Services Provided

Children & Youth
- Assess suspected child abuse/ neglect
- Medical Services and Dental Services
- Psychiatric Evaluations
- Homebased Individual/Family Therapy
- 3 Day exams for children new into care
- Texas Health Steps Exams
- Intake Exams, Immunizations, Vision Screenings

Adult Caregivers
- Case Management & Family Navigation Services
- Resource Referrals
- Personal Advocacy

Staffing

- 1 Pediatrician- UT contract
- 1 Registered Nurse
- 1 Dental Assistant
- 1 PT Psychiatrist- UT contract
- 2 Medical Assistants
- 3 PT contract Kinship Navigators[2]
- 1st /3rd year medical students
- 1 Part-Time Contract Dentist
- 1 Program Coordinator
- 2 Contract Therapists
- 1 Care Manager

[2] *Caregivers with lived experience in the system assist high risk kinship caregivers in accessing services to support stable placement*

Revenue Sources

- Harris County General Fund
- Medicaid/Private Insurance
- Victims of Crime Act (VOCA) Grant Funding for mental health services

Program Impact: Output and Outcomes (March 01, 2018- February 28, 2019)

Health & Well-Being Outputs	FY 2017	FY 2018	FY 2019	Varianc
Number of children receiving Medical Services (duplicate)[1]	2488	2249	2532	+44
Number of children receiving Dental Services	644	502	696	+52
Number of Children receiving Behavioral Health[3]	245	327	372	+127
Number of new Caregivers enrolled in Kinship Navigation[2]	16[4]	12[4]	69[4]	+53

[1] *A child may come in for more than one medical, dental or behavioral health service as part of their treatment plan.*

[3] *Behavioral Health includes children receiving therapy and psychiatric services.*

[4] *There are a total of 3 part-time kinship navigators contracted through the grant. In FY2017 and FY 2018 there were vacancies which decreased enrollments.*

VOCA Grant Outputs (FY: October 01, 2018-September 30, 2019) *Note: Pilot has been completed and targets for FY 20 have been adjusted based on utilization.*	2 Year Target	FY 2018	FY 2019
Number served: Therapy/Psychiatry provided by licensed professional	100	405	470
Number of families receiving kinship navigation peer support services[2]	160	115	84
Number of resource referrals	200	115	125

			FY 2019			
Service Delivery Outcomes	FY 2017	FY 2018	Target Score	Celebrate	Monitor	Act Now
%Clinic Services Satisfaction Rate	97%	99%	90%	98.75%		

- DFPS is promoting its "3 in 30" campaign, which is intended to raise awareness of the heightened efforts to assess children coming into state care with three statutorily required medical and behavioral health assessments. These include the new 3-Day medical exam, the Child and Adolescent Needs and Strengths (CANS) assessment and the Texas Health Steps medical exam. Taken together, these three tools should identify medical, behavioral and developmental strengths and needs of children and youth entering DFPS custody. The HCPS clinic's role is to conduct the 3 days exams, Texas Health Step Exams and contract CANS assessments.

- The clinic has increased all behavioral health services offered to youth in DFPS custody which includes adding an additional day of psychiatry services, increased therapy services as well as increased Family Navigation services and referrals.

- The clinic has applied for continuation VOCA funding for the behavioral health and navigation services for 2019-2021. The clinic was recommended by funding at the local level and is awaiting Criminal Justice Division (CJD) feedback.

- The clinic participated in updating the process flowchart for staff to assist in the restructuring of services to better align with the strategic plan.

IMPACT STORY

A 12 year old came into clinic for an intake appointment with her sister and aunt. She was placed in custody due to neglectful supervision by her father and placed with her maternal aunt. Her mother had recently passed away 6 months prior. Her older sister (19) was extremely hurt and angry that CPS placed her sister with their aunt. The older sister felt that she was taking care of her sister all along and that she was not going to sit back and release her younger sister to her aunt.

Both sisters were still grieving over the loss of their mother and now over the idea of being torn apart. The older sister was openly expressing her anger and hurt to her aunt at the clinic. The Behavioral Health Manager quickly got involved alongside the doctor to support this family. Onsite brief counseling was immediately offered to the older sister to help her understand the CPS determination.

The family was immediately assigned a Family Navigator to support the placement and to avoid placement disruption and a Therapist to address the mental health issues of abandonment and depression. A family support plan was created to justify the older sister becoming the legal guardian of her younger sister. Through the advocacy of the family navigation program, the older sister was appointed a child advocate to assist her in her effort. The Therapist started with doing individual therapy with each of the sisters and the aunt and then moved into family therapy. This proved to be extremely helpful in helping the family process the loss and to effectively engage with each other.

Within 6 to 8 months of working with this family the older sister was awarded legal custody of her sister. The younger sister participated in a two week summer camp through Texas Children's. We have officially worked with this family for 1 year and is getting ready to close the case due to the positive outcome and stability of the family unit. The family can continue to access the medical services as needed.

GOALS & OBJECTIVES UPDATE

Goal #1: To enhance the quality and continuity of healthcare services given to children receiving clinic services.

Key Targets: Increase the total number of medical child visits from the previous year (>2249) at completion of services, 90% of families report satisfaction with clinic services

Status Update: Within a 12 month period, 58% of the 869 clients served were new patients completing their first appointment at the Clinic. The remaining 42% were clients who received more than one service. A total of 2,296 medical services were completed. The top 3 provided services were Intake Exam, TB screenings and Health Examinations. 101 children new to DFPS care received a physical within 3 days as part of the new partnership with DFPS called "3 in 30."

Goal #2: To promote and maintain an integrated behavior healthcare model at the HCPS Clinic

Key Targets: By the end of Fiscal Year 2019, increase the total number of children accessing behavioral health services through the VOCA grant (>327)

Status Update: For the past three years there has been an overall positive increase of utilization of behavioral health services. 511 children received therapy, psychiatric or navigation services. 23% of Psychiatric Services were for new patients, representing a significant increase in behavioral health services.

Goal #3: Provide additional services to parents and other adults related to children in care.

Key Targets: By the end of Fiscal Year 2019, increase the total number of caregivers enrolled in navigation from the previous year (>19)
At case closure, 90% of enrolled caregivers in kinship navigation will experience reduced stress.

Status Update: 110 caregivers received services and 117 referrals were made to help connect caregivers to other resources. Integration of stress level assessment tool in EVOLV database is pending

CLIENT SATISFACTION

To gauge the quality of service being provided to our clients, the HCPS Integrated Healthcare Clinic gives clients satisfaction surveys to complete. The survey contains questions about staff professionalism, clinic overall efficiency and staff knowledge and rapport with patients. The questions are scored on a 4-point Likert scale with 4 being excellent.

The Clinic collected a total of 569 satisfaction surveys for the year. It was indicated that 350 were medical/dental and 123 were identified as behavioral health patients. There were 96 collected that indicated receiving multiple services at the clinic.

Question	Agree	Strongly Agree	Neutral	Disagree	Strongly Disagree
1. The check-in process was quick and easy.	22%	76%			

2. The clinic staff were friendly and professional during my visit.	**14%**	**85%**			
3. The provider spent time with me, listened to my concerns and answered all of my questions.	**21%**	**78%**	**1%**		
4. The provider explained things in a way that I could understand.	**1%**	**77%**	**1%**		**1%**
5. I would recommend this clinic to other families with children.	**19%**	**80%**			

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

	FY 2017	FY 2018	FY 2019
# Client Case Files Audited	19	24	36
% Average Case Review Score	96.4%	95.8%	91%

Comments:

- The HCPS Clinic, as part of the agency's performance and quality improvement plan, undergoes quarterly client case record reviews by the Quality Improvement Team. For Fiscal Year 2019 the Clinic had a total of 36 client case files reviewed. Average scores for these reviews was 91% which falls in to the above average range in case documentation standards. There was an increase in the number of case files read from the previous year (24).

- For FY 2018-2019 the QI Team had to reschedule a quarterly case review due to that year's COA visit. The QI Team will partner with the clinic to conduct both internal (program peer team) and QI reviews to meet the updated COA guidelines on case file sampling. The schedule has already been posted on the HCPS Intranet.

- The Clinic has updated case file chart format for medical, dental and behavioral health patients and updated their checklist.

For FY 2020 the QI Team will be partnering with the Clinic to meet the new case review sampling guideline targets. For FY 20 the recommended number of case files is 85.

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	0	0	1
# Physical Restraints	0	0	0

- (1) Allegation of Abuse- DFPS was contacted and report completed regarding allegation of inappropriate contact between a medical student and patient. The allegation was not

- (1) Injury/Accident with the caregiver of a child who had a fall in the lobby. As this was not a client related incident a Harris County Facilities Incident Report was completed and sent to Operations. All appropriate medical attention given.

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Challenges:

The clinic is operating under staffed. The clinic could greatly benefit from additional staffing to help improve efficiency and productivity. The staff works hard to cover all the basis but could benefit greatly from additional help in the front office which includes an additional administrative assistant, an office manager, and a full time referral specialist.

- **Update:** The Integrated Clinic has been recently restructured to assist the agency in promoting effective and efficient client services. In addition, the division is benefitting from a new Integrated Healthcare Division Director to monitor the progress of the restructure. Staffing will be monitored in FY 2020.

Program Improvement Plans for FY 2020:

The clinic has been working towards improving data entry and collection in the Evolv database. The problem is that the process has become fragmented and not all of the patients' information is making it into the system. In addition, there are some patients who are entered into the system but do not show up in the data reports. There is also an issue with closing out patients in the system so many are left open indefinitely which causes many inconsistencies when pulling data. The clinic will work towards operationalizing the process so that everyone has a specific role in the entry, processing, and closing of patient information in the Evolv system.

RELATED STRATEGIC GOAL:

☒Goal #1 (**Data,** *Performance Management, Staff/Board development, Employee Recognition)*

☐*Goal #2 (Enhanced internal/external Communication)*
☐*Goal #3 (Strengthen partnerships)*

Action Step	Person Responsible	Timeframe
Request staffing additions in clinic front office.	Clinic Manager	2020
Create an Evolv work group to review and revise the clinic's Evolv manual which includes developing processes and identifying responsible parties for data entry tasks.	Clinic Staff IT QI	2019-2020

FY 2019
Community Youth Development
March 01, 2018- February 28, 2019

Harris County Protective Services
for Children and Adults

ANNUAL PROGRAM REVIEW

hcps.harriscountytx.gov

Aims to decrease existing juvenile crime in the Gulfton and Pasadena communities by providing subcontracted positive youth development activities

Description and Purpose:

Community Youth Development (CYD) aims to decrease existing juvenile crime in the communities, as determined by Texas Health and Human Services Commission. Current funding targets the Pasadena and Gulfton zip codes (77506 & 77081). The state funds are granted to the Texas Department of Family and Protective Services, and TRIAD chooses and manages the subcontractors who deliver the positive youth development activities to youth in the community. Services are subcontracted out to different agencies and are chosen with the goal of providing services that 1)meet the needs of the community (77081 & 77506) as reported by resident youth and adults 2) provide services in a culturally sensitive manner, free (to clients) and easily accessible manner, and prevent juvenile delinquency by enhancing protective factors.

Population Served

- Youth 10 - 17 years of age
- Some 6-9 year olds (not to exceed 30% of annual target) and serve no youth under 6,
- Youth/families who reside or attend school in the 77081 & 77506 ZIP codes
- The programs also serve youth who attend public middle and high schools outside the zip codes, whose enrollment is at least 30% of 77081 & 77506 students.
- Services are also available to students in targeted schools: Wisdom High School, Jane Long Middle School, Las Americas Newcomer School, Yes Prep Gulfton, Pasadena High School, Sam Rayburn High School, South Houston High School, Tegeler Career Center, De Zavala Middle School, Jackson Intermediate, Southmore Intermediate School, and Robindell Private School.

Services Provided address situations that lead to juvenile crime. Examples of available services include:

- After school programs
- Self-esteem courses
- Life skills

- Summer programs
- Sports
- Support groups

- Mentoring
- Leadership development
- Youth Advisory Committee

Staffing

- Two (2) CYD Program Coordinators
- Two (2) Administrative staff
- One (1) Program Manager

Revenue Sources

- Harris County General Fund
- DFPS Contract

Program Impact: Output and Outcomes

DFPS Contract Outputs:	FY 2017	FY 2018	FY 2019	Variance
Unduplicated # of youth served by all contractors				
Pasadena 2019 target (Contract Target-890)	1126	1085	994	-132
Gulfton 2019 target (Contract Target-890)	1285	1019	993	-292
Average number of youth served monthly (duplicate)				
Pasadena 2019 target (Contract Target-380)	384	427	404	20

Gulfton 2019 target (Contract Target- 380)	399	452	608		209
Number of Community Collaborative Committee Meetings conducted per site					
Pasadena (Contract Target-5)	5	5	5		
Gulfton (Contract Target-5)	5	5	5		

Contract Outcomes

			FY 2019			
	FY 2017	FY 2018	Target Score	Celebrate	Monitor	Act Now
Client Outcome Measures						
% of youth not adjudicated by Juvenile Probation during FY2019	98%	98%	95%	Pending		
Attendance Rate at Collaborative Community Committee Meetings per site						
Pasadena	100%	100%	80%	100%		
Gulfton	94%	100%	80%	80%		
Attendance Rate of youth members at Collaborative Community Committee Meetings per site (5)						
Pasadena	100%	100%	100%	100%		
Gulfton	100%	100%	100%	100%		
Service Delivery Outcomes						
% of contractors with two or fewer findings on Fiscal Agent Annual Monitoring Report	100%	100%	95%	100%		
% of subcontractor funds expended by end of grant period	97%	95%	95%	98.5%		
% of participant information entered in PEI database within 30 days of close of month (95%)	100%	99%	98%	98%		
% of data entered in PEI database accurately (95%)	100%	100%	98%	99%		
Consumer Satisfaction						
Collaborative Community Committee	97%	98%	95%	98%		
Sub-Contractors	100%	100%	95%	100%		

KEY PROGRAM ACHIEVEMENTS

Identify program accomplishments achieved during the past 12 months

IMPACT STORY

Please share a quote or example of a positive client outcome. This can come from comments on a survey or from staff. Please be brief (no more than one paragraph):

GOALS & OBJECTIVES UPDATE

Goal #1: Maintain infrastructure that supports DFPS contract.

Status Update:

Goal #2: Promote positive youth development within two identified high juvenile crime-rate areas (77081 & 77506).

Status Update:

Goal #3: Provide CYD-funded programs/services to decrease juvenile crime within the two identified high juvenile crime-rate areas (77081 & 77506).

Status Update:

CLIENT SATISFACTION

Please provide a brief description of your survey methodology (Total number sent out, types of clients surveyed, how the survey was given to clients, number received, and response rate) and a summary of consumer satisfaction results/responses in table format.

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

Not applicable. The CYD program does not have external monitoring. This program involves subcontractors there is no case file review from QI.

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

*County Fiscal Year	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	0	0	0
# Physical Restraints	0	0	0

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Status Update on Last Year's Improvement Plan:

- Challenges with Data entry and access to reports from DFPS/PEI new database (PEIRS).
  - **Update:**

- **Training for CYD subcontractors through HCPS Training Institute is not available**
  - **Update:**

Current/Ongoing Challenges:

Program Improvement Plans for FY 2020:

RELATED STRATEGIC GOAL:

☐Goal #1 (**Data,** *Performance Management, Staff/Board development, Employee Recognition*)

☐Goal #2 *(Enhanced internal/external Communication)*
☐Goal #3 *(Strengthen partnerships)*

Action Step	Person Responsible	Timeframe

Harris County Protective Services
for Children and Adults

FY 2019
Guardianship Program
March 01, 2018- February 28, 2019

ANNUAL PROGRAM REVIEW

hcps.harriscountytx.gov

HELP- EXCELLENCE- ACCOUNTABILITY –RESPECT –TEAMWORK
Mission: To support, enhance and advocate for the safety and well-being of children and adults in Harris County

The Guardianship Program was created in 1992 to provide guardianship services to indigent adults of Harris County who were deemed incapacitated by the Probate Courts. In 2002 responsibility for the program was transferred to HCPS.

Description and Purpose:

COA Standard: Adult Guardianship (AG)

The Harris County Protective Services (HCPS) Adult Services Division provides services to adults living in Harris County who need assistance to manage their affairs. This determination is made either through the Harris County Probate Court System or through a voluntary program. Specially trained and certified case managers ensure that clients maintain the highest degree of independence, dignity and respect, while protecting them from abuse, exploitation and neglect.

Population Served

- **Guardianship:** Indigent adults residing in Harris County who have been deemed incapacitated by the Probate Courts, and in need of a legal guardian.
- **Rep Payee:** This program assists low-income Harris County adults who are in need of financial management so that they can live independently in the community.

Services Provided

- Ensures the wards' living environment is safe and secure
- Ensures the wards receive proper nutrition and medication
- Arranges and consents to medical and psychiatric treatment
- Applies and secures public and other benefits
- Manages the wards' financial affairs
- Advocates for the wards' preferences and needs

Staffing

- 1 Division Administrator
- 2 Contract Specialists
- 3 Program Managers
- 2 Benefits Specialists
- 10 Supervisors
- 50 Case Managers
- 3 Admin Assistants
- 2 Payee Case Mangers

Revenue Sources

- Harris County General Fund for case management services
- Special Revenue collected from the filings of guardianships in

*Harris County and Wards own funds to pay for direct care

Program Impact: Output and Outcomes

Guardianship Outputs	FY 2017 *	FY 2018 *	FY 2019	Variance
# of Active Cases	1,204	1,187	1,202	-2
# of Closed Cases	171	127	153	-18
# of new referrals	155	111	159	4
# of guardianships established	120	104	111	-9
# of wards in placements	1,127	1,118	1,112	-15
# of wards served by the Holiday Project	1,166	1,140	1,140	-26
# of committee staffings	34	26	34	0
# of guardianship orientations	19	21	22	3
# of donors to Holiday Project	67	71	60	-7
Representative Payee Outputs	**FY 2017 ***	**FY 2018 ***	**FY 2019**	**Variance**
# of Active Cases	56	50	49	-7
# of Closed Cases	59	43	56	-3
# of new referrals	48	46	48	0
# of payees established	6	3	8	2

Guardianship Client Outcomes	FY 2017*	FY 2018*	Target Score	FY 2019 Celebrate	Monitor	Act Now
Improved Quality of Life						
% of wards meeting individualized care plan goals	86%	87%	**90%**	89%		
% of wards with timely annual care plan reviews tracking medical, mental, placement and end of life goals.	99%	99%	**95%**	100%		
% of wards with timely annual review of ward rights	89%	92%	**95%**	96%		
% of consumer satisfaction	92%	92%	**90%**	96%		
Safe Placement						
% of wards in licensed facilities	94%	94%	**90%**	94%		
% of wards receiving monthly care visits	98%	96%	**95%**	98%		
Average Increase for a Court's Caseload	25	26	**24**	25		
Prevention of Financial Exploitation						
% of wards with timely annual reports and accounts	99%	99%	**98%**	99%		
% of wards with timely annual inventories	98%	99%	**95%**	100%		
Representative Payee Client Outcomes	**FY 2017***	**FY 2018***	**Target Score**	**Celebrate**	**Monitor**	**Act Now**
Prevention of Financial Exploitation						
% of payee clients visited monthly	99%	94%	**95%**		94%	
% of payee clients with timely annual care plans	94%	94%	**95%**		85%	

Comments: The Quality Improvement Team changed the normal reporting period for the Guardianship Program, which was September 2018 - August 2019, to March 2018 - February 2019, to match HCPS' fiscal year. Therefore, the above outputs and outcomes for years 2017 and 2018 had to be recalculated to end in February instead of August.

Harris County Protective Services
for Children and Adults

FY 2019
Senior Justice
Assessment Center

October 01, 2018- September 30, 2019

ANNUAL PROGRAM REVIEW

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The Senior Justice Assessment Center, established in 2016, is a multi-agency initiative to address the abuse and neglect of the region's growing elderly population

Description and Purpose:

COA Standard: N/A- Pilot Initiative

The SJAC serves as a central location that houses a multidisciplinary team (MDT) of experts in criminal and civil prosecution, law enforcement, protective services, social services, geriatric, psychiatric and forensic medicine, collaborating to address the complex needs of senior (age 65 or older) victims of abuse, neglect and exploitation. The cases include physical, sexual, and emotional abuse, caregiver neglect, financial exploitation, or any combination of these types of abuse. The center offers a one-stop setting for these victims to receive services from a multidisciplinary team of professionals. It also utilizes a team-based approach that allows for weekly MDT meetings to discuss cases, review evidence and develop an intervention plan. The Center members also provide ongoing services within the scope of their practice and the constraints of their roles.

Population Served

- 65 years of age or older
- Residents of Harris County
- Victim of crime or abuse

Services Provided

- Case Coordination
- Forensic Examination
- Capacity Evaluation
- Multidisciplinary Team Meetings
- Psycho-Social Assessment
- Medical Records Review
- Law Enforcement Investigation
- Social Services/Guardianship Referrals
- Crime Victims Compensation (CVC) Applications

Partners

- Houston Police Department
- Harris County Attorney's Office
- Better Business Bureau Education Foundation
- Harris County District Attorney's Office
- Harris County Sheriff's Office
- Adult Protective Services
- UTHealth
- Harris Health System
- Attorney General of Texas
- Harris County Guardianship Program

Staffing

- 1 Administrative Assistant
- 2 Forensic Case Managers
- Contract Geriatrician

- 1 Supervisor
- 1 Program Manager

*In-Kind Support from Houston Police Department and the Attorney's Office

Funding Sources

•VOCA (Victims of Crime Act) Grant

Program Impact: Output and Outcomes (continued on next page)

SJAC Outputs	FY 2017	FY 2018	FY 2019	Variance
Number of new cases	39	155	173	134
Number of active cases	39	125	158	119

Number of closed cases	0	69	140	140
# of MDT meetings	25	328	664	639
# of Capacity Assessments	2	16	41	39
# of charges filed	4	14	10	6
# of perpetrator convictions	0	18	32	32
# of Crime Victim's Compensation (CVC)	0	8	17	17
# of clients that received Intervention and referrals	2	31	76	74
# of referrals for financial exploitation	32	104	72	40
# of referrals for physical abuse	4	41	81	77
# of referrals for sexual abuse	2	3	4	2
# of referrals for caregiver neglect	1	5	15	14
# of referrals for emotional abuse	0	2	1	1
# of cases referred by APS	15	66	49	34
# of cases referred by DAO	1	40	65	64
# of cases referred by HPD	15	24	36	21
# of cases referred by CAO	2	5	2	0
# of cases referred by HCSO	0	6	9	9
# of cases referred by UTH	0	3	3	3
# of cases referred by HHS	0	3	1	1
# of cases referred by HCGP	6	4	8	2
# of cases referred by OAG	0	4	0	0

*Use Grant Fiscal Year				FY 2019		
Client Outcomes	FY 2017	FY 2018	Target Score	Celebrate	Monitor	Act Now
% of clients receiving Multidisciplinary Team (MDT) Meetings	64%	100%	85%	100%		
% charges filed	10%	11%	15%		12%	
% of perpetrator convictions	0%	14%	10%	20%		
% of clients receiving capacity assessments	5%	13%	20%	26%		
% of clients receiving CVC assistance	0%	6%	10%	11%		
% of clients receiving Intervention and referrals	5%	25%	40%	48%		

Harris County Protective Services
for Children and Adults

FY 2019
Youth & Family
Resource Services

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HELP- EXCELLENCE- ACCOUNTABILITY –RESPECT -TEAMWORK

Description and Purpose:

COA Standard: MHSU- Mental Health & Substance Use Disorders- Assessments only

The purpose of Youth and Family Resource Services (YFRS) is to divert and reduce further involvement of Harris County at-risk youth (aged 10-17) with complex needs from the juvenile justice and child welfare systems through coordinated prevention services that reduce duplication among agencies.

Population Served

Voluntary	Multi-System	High Risk (Placement Breakdown)	Intellectual Developmental and Disability (IDD)
Youth who remain in the care of a family member or guardian in the community, who has no system (child welfare or juvenile justice) involvement. These youth have complex needs which place them at risk of system involvement. Services often focus on securing special education, psychiatric or therapy services for the family. Early intervention may divert these youth from systems.	Youth who are already involved in the juvenile justice or child welfare systems. These include youth placed in the shelter by DFPS caseworkers or juvenile probation officers involved in mental health court, girls' court, drug court or Alternative to Detention. Program services do not involve primary prevention but case coordination is needed to provide the family with a coordinated plan of service.	Youth who have experienced multiple psychiatric hospitalizations due to risk of harm to self or others. Youth may be receiving post-adoptive services (DFPS history) or be under of the care of their birth family. Services are focused on finding appropriate residential treatment placement by using a variety of funding such as Waco Center for Youth, post-adoptive funds, Return to Care (DFPS), DSHS Residential Treatment Center beds or TRIAD residential funds.	Whether the youth is in DFPS custody or in the custody of their family, a CRCG meeting must be held to discuss community services prior to a youth with an intellectual & developmental disability (IDD) being placed outside the home. Referrals to CRCG typically come from the IDD service component of the Harris Center or DFPS. CRCG recommendations should encourage family involvement per CRCG statute.

Staffing

- 1 full-time HCPS Manager (TRIAD)
- 2 full-time hybrid case managers shared between Resource Services (4 days a week 11am-3pm) and TRIAD Intake (remainder of the 40 hours, general funds)

- 1 full-time HCPS Manager (TRIAD)
- 1 post-doctoral fellow with daily supervision by HCPS and clinical supervision by a JPD psychologist
- 1 full-time CRCG Coordinator (TRIAD)

Revenue Sources

- Harris County General Fund
- State Funding
- Victims of Crime Act (VOCA) CJD Grant Funding

Program Impact: Output and Outcomes (Continued on next page)

Program Outputs	FY 2017	FY 2018	FY 2019	Variance
Number of Youth Served	131	113	120	-11
Number of Assessments	115	116	103	-12
*CANS assessments	15	22	23	8
*Psychological Evaluations	48	39	37	-11
*Outside Agency Assessments secured to assist care coordination	52	55	43	-9
Number of Interdisciplinary Meetings	77	77	82	5
*CRCG meetings	69	36	31	-38
*CRCG (in community)	-	2	2	
*CRCG – IDD	-	3	1	

*Shelter Staffing Meetings	-	19	24
*Family Team Meetings (DFPS)	8	17	24

Client Outcomes	FY 2017*	FY 2018*	Target Score	FY 2019		
				Celebrate	Monitor	Act Now
% of youth not in DFPS custody or on probation 90 days following			70%	80%		
% of all families linked to services at closure*			60%		56%	

*Family linkage defined as a family successfully making a first visit to individualized referred provider.

KEY PROGRAM ACHIEVEMENTS

IMPACT STORY

GOALS & OBJECTIVES UPDATE

Goal #1:

Key Targets:
Status Update:

Goal #2:

Key Targets:
Status Update:

Goal #3:.

Key Targets:
Status Update:

CLIENT SATISFACTION

To gauge the quality of service being provided to our clients, the HCPS Integrated Healthcare Clinic

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

	FY 2017	FY 2018	FY 2019
# Client Case Files Audited			
% Average Case Review Score			

Comments:

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted			
# Physical Restraints			

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Status Update on Last Year's Improvement Plan:

[paste]

Current/Ongoing Challenges:

Program Improvement Plans for FY 2020:

RELATED STRATEGIC GOAL:

☐Goal #1 (**Data,** Performance Management, Staff/Board development, Employee Recognition)

☐Goal #2 (Enhanced internal/external Communication)

☐Goal #3 (Strengthen partnerships)

Action Step	Person Responsible	Timeframe

![Harris County Protective Services for Children and Adults logo]

FY 2019
Safety Net/Positive Youth Development
March 01, 2018- February 28, 2019

ANNUAL PROGRAM REVIEW

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Provide safe placement and positive youth development to run away and homeless youth (RHY) and youth at-risk for future runaway/homelessness status

Description and Purpose:

COA Standard: N/A

Safety Net Project (SNP): Provides safe placement and other services to run away and homeless youth (RHY) and youth at-risk for future runaway/homelessness status; promotes family preservation by strengthening family relationships; prevents runaway and homeless youth episodes; encourages stable living conditions for youth; offers counseling/therapy services and limited financial assistance to youth/families experiencing crisis events.

Positive Youth Development Component: The Positive Youth Development Component of the Youth Services Division provides youth an opportunity to participate in the youth activities before, during or after services. The Youth Services Division offers two youth groups for youth who may need an outlet or a safe place to interact with other youth people, including the Harris County Youth Advisory Council (YAC) and the Youth on Building Opportunities through Actions and Responsible Decision-Making (Youth on B.O.A.R.D.) Leadership Council. The advisory council is made up of youth who have received services in one of the child-serving agencies interested in actively addressing the issues facing system youth. Youth on B.O.A.R.D. is a unique council comprised of representatives from several youth councils across Harris County, TX who partner with Harris County YAC. These young people are given the opportunity to provide feedback and recommendations regarding programs or issues that affect their future and to take a leadership role in creating meaningful change.

Population Served	Services Provided

- Internal HCPS and Community referrals for Harris County Run away and homeless youth (RHY)
- Youth at-risk for future runaway/homelessness status

- **Safety Net Emergency Assistance-** Walmart gift cards to help youth and families with emergency financial assistance
- **Trauma Based Counseling-** Six (6) sessions of contract therapy
- **Kinder Discharge Staffing-** Coordinate stable placement for at risk youth
- **Case Coordination and Consultation**
- **Positive Youth Development Activities and Field Trips**

Staffing
- 1 Family Coordinator
- 1 Program Monitor

Revenue Sources
- Harris County General Fund

Program Impact: Output and Outcomes

Health & Well-Being Outputs	FY 2017	FY 2018	FY 2019	Variance
Total Number of Youth Served	311	*pending,	253	-58
Number of Shelter Placements	40	Upon return	60	20
Number of Out-of-Home Placements	9	Of staff	9	0
# of youth/families receiving therapy services	179		197	18
# of youth provided supportive services	92		56	-36

# of group series conducted	5		2	-3
# of staffing sessions attended	51		51	0
Youth Development Outputs				
Total Number of Youth Served	238		317	79
Total of flyers distributed to youth	400		740	340

Client Outcomes	FY 2017	FY 2018	FY 2019 Target Score	Celebrate	Monitor	Act Now
Safety Net Project						
% of youth with reduced incidences of runaway, homeless, or at-risk behaviors	95%	95%	95%			
Safety Net Project: Participants indicating benefit from, and satisfaction with program	99%	99%	99%			
Youth Development Component						
% of youth to attend monthly leadership	97%	98%	98%			

KEY PROGRAM ACHIEVEMENTS

Identify program accomplishments achieved during the past 12 months

IMPACT STORY

Please share a quote or example of a positive client outcome. This can come from comments on a survey or from staff. Please be brief (no more than one paragraph):

GOALS & OBJECTIVES UPDATE

Goal #1: To provide safe shelter for runaway and homeless youth.

Status Update:

Goal #2: To prevent runaway episodes or homelessness for youth at-risk of separation from their parents.

Status Update:

Goal #3: To engage youth in service learning that both meets community needs, and contributes to their own development, (i.e. leadership, service ethics, sense of community, and sense of belonging).Key Targets:

Status Update:

CLIENT SATISFACTION

Please provide a brief description of your survey methodology (Total number sent out, types of clients surveyed, how the survey was given to clients, number received, and response rate) and a summary of consumer satisfaction results/responses in TABLE FORMAT.

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

Not applicable to these support services

RESEARCH ACTIVITIES/PROJECTS:

N/A

*County Fiscal Year	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	0	0	0
# Physical Restraints	0	0	0

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Status Update on Last Year's Improvement Plan:

- Continuing to provide counseling and limited financial assistance after the loss of federal grant funding

  - **Update:**

Current/Ongoing Challenges:

Program Improvement Plans for FY 2020:

RELATED STRATEGIC GOAL:

☐Goal #1 (**Data,** *Performance Management, Staff/Board development, Employee Recognition*)

☐Goal #2 *(Enhanced internal/external Communication)*

☐Goal #3 *(Strengthen partnerships)*

Action Step	Person Responsible	Timeframe

Harris County Protective Services
for Children and Adults

HELP- EXCELLENCE - ACCOUNTABILITY - RESPECT - TEAMWORK

Program Annual Review Snapshot

Kinder Emergency Shelter

The Shelter opened its doors in 1978. Since then, the Shelter has provided a safe homelike placement to an average of 300 at-risk youth a year.

Purpose Statement: To provide youth who are in crisis with a safe, short-term, homelike environment until they can be returned home or to a permanent placement. **COA Standard**: Shelter-SH

Target Population:
- Harris County Youth in crisis, Male/Female (12 – 17 years old)

Revenue Sources:
- Texas Department of Family and Protective Services (DFPS)
- Harris County General Fund
- Private Donations
.

Staffing:
- 1 Program Manager
- 1 Program Specialist
- 4 Supervisors
- 20 Full-Time Youth Workers
- 6 Relief (part-time) Youth Workers
- 1 Therapist
- 1 Case manager

Program Services
- Emergency Residential Care (24-bed)
- In-House Charter School
- Therapeutic Services (full-time HCPS therapist on staff)
- Trauma-Informed Groups
- Enrichment/Educational Activities
- In-House Food Services
- Church Attendance (voluntary)
- Community Volunteers: Hair Stylist, Nutrition, Physical Education
- Normalcy Opportunities
- Birthday Celebrations, Cultural Celebrations

Performance Measures for *Fiscal Year: March 01, 2018- February 28, 2019*

Program Outputs	FY 2016-2017	FY 2017-2018	Target	FY 2018-FY 2019		
				Celebrate	**Monitor**	**Act Now**
				Met Target	Within 10%	Not Met Target
# of Unduplicated Youth Served	622	321	*being updated		179	
# of New Admissions	454	227	*being updated		175	
Occupancy Rate	82%	54% [1]	*being updated		58%	
% of youth healthcare recommendations identified and treated timely at admission (within 72 hours)	98%	95%	95%	95%		
# incidents	208	209	<20% (168)	152		
# medication errors	1	2	0			4
# physical restraints	6	1	<8	6		
% youth satisfaction	79%	---	80%	91%		

[1] Effective Feb. 2017, DFPS no longer placing overnight youth in shelter, new targets in process of being updated.

*Plan to promote Shelter Program to the Community

Program Annual Review Snapshot

Goals & Objectives

1	Goal:	To provide a safe environment for all youth during their stay in the Kinder Emergency Shelter
	Objective :	By the end of the fiscal year, decrease the number of physical restraint interventions on youth (Target-<13)
	Objective:	By the end of the fiscal year, decrease the number of AWOLS in the Kinder Shelter from the previous year (Target<79)
	Objective:	At case closure, youth will rate satisfaction with Shelter services at least 80%
	Objective:	By the end of the fiscal year, decrease the number of medication errors (Target-0)
	Actual:	- Objective Met: Total number of physical restraints was 6 - Objective Met: Total number of AWOLS was 49 - Objective Met: During the last year the youth in the shelter reported feeling safe all and most of the time 94% (2018). The shelter staff continue to receive training on trauma informed care and current best practice training from the HCPS Training Institute. - Objective Not Met: ➢ Additionally, the shelter environment was upgraded to facilitate a safe and engaging space for youth: ➢ New badge access lock were installed in the building to ensure only HCPS employees are able to access the shelter area. ➢ The intake/Visiting room was remodeled to provide a more home like environment. ➢ New recreational equipment was purchased to provide youth more activity choices while residing in the shelter.

Key Program Accomplishments

Identify no more than 5 key program accomplishments achieved during the past 12 months (client impact focus)

➢ In 2018 the shelter program specialist became a TBRI Practitioner and began providing TBRI trainings at monthly staff meetings.
➢ A new shelter brochure is tin the process of being developed.
➢ A welcome packet was created for youth to help them feel more welcome at intake.
➢ A cooler was purchased and bottled waters are now available to youths at all times. We are trying to encourage the importance of staying hydrated and drinking water.
➢ The "welcome packet" for youth at intake has been completed.

Program Annual Review Snapshot

➢ All shelters forms and the shelter manual were updated to reflect new licensing standards.

Client Satisfaction

Please provide a table breakdown of responses and include survey distribution process for your program.

All youth upon discharge are provided the opportunity to complete the Youth Discharge Questionnaire. The information gathered from the questionnaire is entered into EVOLV and a report has been uploaded with the complete results.

The questionnaire included an answer to the question: *Overall, staying in the Shelter has been a positive experience for me.* For the time frame reported (3/1/2018-2/28/2019) there were 104 questionnaires completed. *On the question for overall experience,* there was a 91% average rating for positive experience.

The survey also asked a question about education: *The school work that I received helped me to review old skills and /or learn new ones.* The average rating for school satisfaction was 75%

The survey also asked the youth questions about food services*: "I enjoyed most of the food prepared by the kitchen staff".* Of the 104 questionnaires completed, there was a 60% overall rating of *"all of the time"* and 30% reported *"most of the time".* The food services department serves three hot meals daily (breakfast, lunch and dinner) and two snacks daily (after school and evening). Youth are polled periodically to see what meals and/snacks they would like to see prepared and served in the shelter.

A satisfaction survey is also provided to the parents to gain a different perspective from the families of the youth serviced by Kinder Shelter:

➢ *Do you feel that your youth received appropriate supervision while in the Shelter?* Of the 31 parents that completed the questionnaire 26 answered all of the time for a total of 84%.

➢ *Do you believe the shelter staff maintained a safe environment for your youth?* Of the 31 completed 26 selected all of the time for a total of 84%.

➢ *Do you believe that your youth's willingness to work of behavior improvement and or goals has improved while at the shelter?* Of the 31 completed 24 selected all of the time for a total of 77%, 4 selected Most of the time for a total of 13% and 3 selected Not at all for a total of 10%.

Client Success Story

Donnie's Story.

Donnie was placed in the shelter as a voluntary placement through DFPS. Two weeks later his parents gave up their parental rights and Donnie became a custody client. On one occasion during his stay in the shelter, Donnie ran away. He left the campus, smoked cigarettes and returned. When he returned, Donnie stated he just needed to hear his mother's voice. After Donnie had stayed in the shelter over 90 days, he was discharged to his caseworker to go to a foster home. At the time of discharge, Donnie in his own words, wrote the following to Kinder Shelter Staff:

"Thank you for all that you have done for me. I can be a pain in the butt but I can come around sometimes and be a little bad, but I come around. Coming to this shelter was the best thing that ever happened to me and I give a Big Thank You to Ms. Sanford, Ms. Chung, Mr. Carter, Mr. Cross, Ms. C, Ms. Williams, Ms. Barnes, Ms. Thomas, Ms. Emdin, Mr. Bell, Mr. Baldwin and Mr. Rogers.

Program Annual Review Snapshot

Program Compliance Measures

to be completed by QI Team only

Celebrate	Monitor	Act Now
Met Target	*Within 10% of Target*	*Target Not Met*

COA Compliance Items:	Annual Target	2018-2019	2017-2018
# Client Case Files Audited	24	31	24
% Average Case Review Score	90%	90.2%	93.8%
# Client Safety Incident Reports Submitted	20% less from previous year (168)	152	209
# Physical Restraints	8	6	1

Concerns/Trends (as applicable):

- For FY 2018-2019 the QI Team had to reschedule a quarterly case review due to that year's COA visit.
- #DFPS Residential licensing Inspections: **8**

Program Annual Review Snapshot

Behavior Management

The Kinder Emergency Shelter Staff receive regularly scheduled training by HCPS Training Institutes Master Trainer. In addition to personalized training, all shelter staff have a wealth of training they are able to attend through Harris County risk Management. Staff can volunteer to attend training and/or supervisors are able to select and send Staff to specific trainings which will increase their skill knowledge and help them provide the best possible care for the youths in the shelter.

The Emergency Behavior Intervention (EBI) training used by shelter staff (Crisis prevention Intervention-CPI) emphasizes use of verbal redirection and de-escalation as the preferred method of intervention with clients in crisis. Staff receive CPI refresher courses every six (6) months.

In 2018 all shelter staff began extensive training in trust Based Relational intervention (TBRI) is an evidenced based training. The three principles are:

> Empowerment – attention to physical needs;
> Connection – attention to attachment needs; and
> Correction – attention to behavioral needs.

These principles help both caregivers and child learn healthy ways of interacting.

Challenges/Barriers to Service Delivery

Identify significant barriers or changes in the service delivery environment that negatively impacted services to **clients** during the past 12 months.

Example: ☐Grants   ☐Basic Needs   ☐ IT   ☒Training ☐Fiscal   ☒ Other

(Please Explain below):

Current or Expected Challenges for 2019-2020

Challenge 1:
TBRI Practitioner to Train all youth counselors on TBRI on a Monthly basis.

Challenge 2:
Program Manager, Program Specialist, Supervisors and all Kinder staff to actively engage with the community at large to inform and educate them about the services provided by Kinder shelter on an going basis.

Program Annual Review Snapshot

Attachment A: Program Improvement Plans

Complete the template to identify what action steps the program will be taking to address data performance or service delivery challenges identified on page 1. Any performance measure in the "Act Now" category requires an action plan.

Program Improvement Project Proposal

Project Title: Reduction in Physical Restraint.
Date:5/20/19
Submitted By: Evelyn Emdin
PLAN
Explain the problem (process targeted for improvement) ➢ Monitor Physical Restraints quarterly. ➢ Continue training staff in (TBRI) Trust Based Relational Intervention.
Please select which strategic plan goal this project is connected to: ☐ Goal #1 (Data, Performance Management, Staff/Board development, Employee Recognition) ☒ Goal #2 (Enhanced internal/external Communication) ☐ Goal #3 (Strengthen partnerships)
List internal and external people who have a stake in this process, program or service (e.g. customers, clients, families, community-based resources, businesses) ➢ Shelter Staff ➢ Training Institute ➢ TBRI Practitioner ➢ Community Volunteers
DO
Key Project goals and activities *Sample Format: (Increase/Decrease/Enhance "X activity" by "Y amount" by this "timeframe")* ➢ Decrease the number of Physical Restraint no more than 2 quarterly. ➢ Decrease the number of AWOL by 10 Quarterly (# of those that never return) ➢ Continue Training Staff on (TBRI) Trust Based Relational Intervention monthly. ➢ Continue Training Staff on (CPI) Crisis Prevention Intervention every six months.
CHECK
Do not enter text. This section to be updated quarterly by designated program representative and shared quarterly at PQI Leadership Team Meeting. What is the progress on this project/improvement plan?
ACT
End of Year Assessment- do not complete.

Program Annual Review Snapshot

FY 2019
Intake Diversion
March 01, 2018-February 28, 2019

Harris County Protective Services
for Children and Adults

ANNUAL PROGRAM REVIEW

The TRIAD Intake/Diversion Program's purpose is to divert youth and families from the criminal justice and child welfare systems by stabilizing crisis and linking families to appropriate resources.
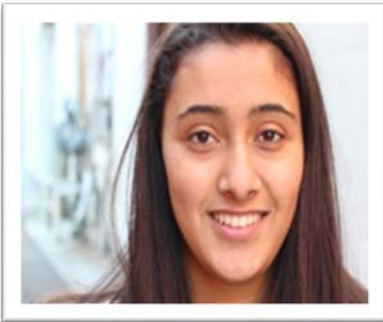
Description and Purpose:

COA Standard: CRI-Crisis Response & Information

Harris County Protective Services and Juvenile Probation staff work side by side twenty four hours a day, seven days a week at the Youth Services Center to provide crisis intervention, screening and assessment, short-term counseling, information/referral and follow up services for youth identified due to Class C misdemeanors, status offenses, runaway or being otherwise at-risk. Youth and families access the program through law enforcement or on a walk-in basis. Staff also provide crisis intervention 24/7 via two hotlines.

Population Served	Services Provided
• Countywide youth ages 10 – 17 years-old and families	• **Comprehensive Screening & Assessment** – youth are screened for eligibility and interview/assessment conducted with youth & family • **Case Planning & Resources** – an written Intake Diversion Action Plan for services/resources is developed alongside parent/youth • **Follow-up call** – a follow-up call is made with cases defined as crisis cases, which include suicidal, violent, hospital-bound & medical crisis. • **TRIAD Hotline** – all calls for information & resource information are answered by TRIAD Intake staff 24 hours/day 7 days/week • **Baby Moses Hotline** – all calls regarding baby abandonment law are answered by TRIAD Intake staff 24 hours/day 7 days/week

Staffing

- 17 Juvenile Probation (7am-3pm)
- 12 full time staff (3pm-11pm & 11pm-7am)
- 8 relief staff (3pm -11pm & 11pm-7pm)

Revenue Sources

- Harris County General Fund   Harris County Juvenile Probation   Family Protection Funds

Program Impact: Output and Outcomes

Program Outputs	FY 2017	FY 2018	FY 2019	Variance
Number of Youth Provided with Crisis Services	897	732	763	-134
Number of Critical Crisis Cases[2]	19	11	17[2]	-2
*Number of Repeat Youth Visits (Recidivism)	170	121	131	-39
**Number of TRIAD Hotline Calls	1371	998	1007	-364
Number of Baby Moses Hotline Calls[3]	115	40	20[3]	-95

[2] *Critical Crisis Cases defined as: suicidal, violent, hospital-bound, medical crisis, which require a follow up call within 24 hours of release*

Client Outcomes	FY 2017	FY 2018	FY 2019			
			Target Score	Celebrate	Monitor	Act Now
% of youth reunited with their families within 24 hours (non-CPS custody)	95%	94%	**90%**	**91%**		

[1]Truancy related Legislature passed in 2015 has impacted the number of youth served at Intake. Youth are not charged with Truancy charges as often as before the legislation and students previously charged with violations of the code of student conduct are served in school rather than by law enforcement. Legislative efforts to decrease zero tolerance interventions had decreased the number of referrals from law enforcement to intake. It is likely that the current political climate also negatively impacts the number of Spanish-speaking families seeking social services.

[3] The number of TRIAD Hotlines Calls included the following reasons for call: 11% Crisis Intervention/Counseling; 74% Information only, 3% Runaway information, 5% Transfer Call 1% TRIAD Case information, 6% Wrong number. The number of Baby Moses Hotline Calls has decreased during the last 3 years. It should be noted that with less media attention given to this issue lately, less calls are received pertaining to baby abandonment issues.

- Client services remained open 24 hours/day, 7 days/week to accommodate clients.
- Number of incidents continue to be less than 1% during FY2019 and are at below significant level.
- In FY 2019, 763 youth benefited from quality crisis screening and Intake services, despite staff vacancies.
- Client satisfaction surveys continue yielding positive responses.
- In FY 2019, TRIAD Intake filled the vacant overnight & evening supervisor positions.
- TRIAD Intake staff have been able to provide quality services as evidenced by Performance Charts, despite experiencing changes within FY 2019. The program experienced some vacancies, decreasing the number of staff temporarily.

IMPACT STORY

Juan, a 16 year old young man was referred to TRIAD Prevention Program by his the school district due to excessive absences. Juan was also experiencing academic, school behavior issues and was not getting along with his mother, Marisol. Marisol reported needing assistance with Juan's behavior and was feeling overwhelmed at the time. Juan & Marisol met with a TRIAD Intake caseworker, Laura, who carefully listened to their current situation. Laura was able to spend some time with the family, listening & assessing both sides. By using her de-escalation training & experience, Laura was able to de-escalate the situation effectively. Additionally, Laura along with Juan & Marisol worked on a written plan of action/resources to assist in alleviating their current situation, based on their current needs. The family was referred to the TRIAD Truancy Class, TRIAD Mental Health Services and Resources Services all services provided by TRIAD Prevention Program. Juan & Marisol participated in all recommended services/resources and successfully completed the programs. Since all services were provided internally, staff from the three program were able to communicate with Laura and provided positive feedback. According staff from the programs Juan's negative behavior had turned into positive behavior. Juan & Marisol also expressed their thankfulness to all staff for providing these services. This was a positive experience for all involved; Juan, Marisol, Laura & other program staff.

GOALS & OBJECTIVES UPDATE

Goal #1: Provide crisis intervention services to law enforcement referred and self-referred youth and their parents/guardians in order to divert youth from further involvement in the Juvenile Justice and Child Welfare systems.

Key Targets:
- Increase the number of youth served by the end of the fiscal year (>732)
- Reduce the number of repeat offender youth for the review period (<121)
- At case closure, 95% of youth reunited with their families within 24 hours (non-CPS custody)

Status Update:

In FY 2019, 763 youth were served up from 732 in FY 2018

In FY 2019, the number of repeat offenders slightly rose from 121 @1.5 % to 131@ 1.7%, but continues being below a significant level

In FY 2019, 91% of youth were reunited with their families within 24 hours (non-CPS custody)

CLIENT SATISFACTION

Surveys were distributed to youth, community partners and parents/caregivers at the time they became involved with TRIAD Intake Diversion program. Community partners were comprised of Harris County Sheriff's Department, Law Enforcement from Houston, and school district police departments. As the surveys were completed, respondents placed the survey in a closed box placed at the entry point of TRIAD Intake. All respondents surveyed completed the survey.

- Out of a total of 30 youth responses, 96% responded positively to questions on the survey.
- Youth response continue to be similar to those of parent/caregivers, who responded 100% in a positive manner.
- There were no negative/positive comments on the youth and adult surveys.
- 100% of all 20 adults (parents/caregivers/community partners) responses (comments):

Case worker was very helpful, Listened to my problems, provided appropriate resources, attentive.

| Questions | Response Range Indicated | | | | | | | | |
| | Adult Responses | | | | Youth Responses | | | | |
	Yes	No	N/A	Adult totals	Yes	No	N/A	Youth Totals	Combined Totals
The people who work at this agency treated me with respect	10		0	10	28		2	30	40
The services I received met my needs	9		1	10	28	1	1	30	40
Referrals for additional help were offered/given to me	10			10	28		2	30	40
The staff person who worked with me was helpful	10		0	10	28		2	30	40
If I had problems again, I would use the services	9		1	10	28		2	30	40
Following for Youth Only									
Staff were always available and watching me					30			30	30
I felt safe while I waited for my parent/guardian to arrive					30			30	30

| Questions | Response Range Indicated | | | |
	Yes	No	N/A	Totals
The facility was clean and well maintained	10			10
I was assisted in a professional manner.	10			10

4

I was assisted in a timely manner.	10			10
The facility was easily located.	10			10
Staff was knowledgeable about juvenile law	10			10

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

	FY 2017	FY 2018	FY 2019
# Client Case Files Audited	21	32	34
% Average Case Review Score	93.2%	95%	91.9%

Comments:

- QI Case Reviews averaged a score of 95.3%.
- Internal Intake Peer Case Reviews scored an average of 91.9%
- For FY 2018-2019 the QI Team had to reschedule a quarterly case review due to that year's COA visit. New case review targets based on COA updated guidelines will be implanted in FY 2020.

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	3	6	4
# Physical Restraints	1	1	0

Comments:

- The number of Incidents reports continue yielding below significant level
- No physical restraints were utilized for FY 2019. N/A on Behavior Support Management Interventions.

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Status Update on Last Year's Improvement Plan (Oct. 2018- COA)

- **Improvement Plan:** Increase the number of youth served and share information with stakeholders.
  - o Status Update: This is a continued improvement plan for 2019-2020. See below.

Current/Ongoing Challenges:

Program Improvement Plans for FY 2020:

Externally, TRIAD intake will continue providing & increasing crisis intervention services to community partners, youth & their family/guardian. TRIAD Intake Outreach efforts will target Spanish-speaking community due to the current political climate in an effort to increase the number of clients served. Internally, TRIAD Intake will provide additional training to staff regarding the TRIAD & Baby Moses hotline, in an effort to increase this service.

During FY 2019, TRIAD Intake incurred three vacancies that included: Evening Supervisor and two Evening Worker positions. However, by utilizing relief staff (part-time staff), program was able to provide quality services to clients without any gaps in services. TRIAD Intake Manager provided supervision to all evening staff during the vacant supervisor position. Additionally, the TRIAD Intake Lead Worker assisted with other duties during this period.

RELATED STRATEGIC GOAL:

☒ Goal #1 *(Increase external awareness of TRIAD Intake services to community stakeholders)*

☒ *Goal #2 (Increase number of clients served)*

☒ *Goal #3 (Provide internal training to increase number of TRIAD & Baby Moses hotline services)*

Action Step	Person Responsible	Timeframe
Meet with Community stakeholders (Community agencies, practitioners & residents, Law enforcement, Harris County Schools)	Ramiro Guzman Intake Staff	Quarterly during FY 2020
Conduct at least quarterly community outreach efforts to increase number of youth served during FY 2020	Ramiro Guzman Intake Staff	Quarterly during FY 2020
Provide additional training to TRIAD Intake staff regarding the TRIAD & Baby Moses hotline	Ramiro Guzman Federico Cantu	Quarterly during FY 2020

FY 2019
TRIAD Mental Health

Harris County Protective Services
for Children and Adults

hcps.harriscountytx.gov

HELP- EXCELLENCE- ACCOUNTABILITY –RESPECT -TEAMWORK

TRIAD MENTAL HEALTH FY2019 SNAPSHOT

TRIAD Mental Health (TMH) was created as a new program in 2005 to provide mental health assessments and outpatient mental health counseling services to youth who live with their families in Harris County.

Description and Purpose:

COA Standard: MHSU- Mental Health & Substance Use Disorders The TRIAD Mental Health (TMH) program utilizes a family centered approach based on the needs of the family. HARRIS CENTER FOR MENTAL HEALTH AND IDD counselors provide free in-home, family based counseling and therapy to youth and families identified with serious mental health issues. The goal of the program is to maintain youth who are at-risk for out of home placement in a family setting by providing a broad range of individual and family services including mental health assessments, information and referral, comprehensive community-based clinical and case management services and facilitation of appropriate services for youth referred to Waco Youth Center Residential.

Population Served

- Youth (ages 10-17) and their parents who need a mental health assessment. Youth may be identified by a positive score on a screening tool – Pediatric Symptom Checklist (PSC) or Massachusetts Youth Screening Instrument (MAYSI-2).

Services Provided

- **CANS Assessments** – each referral to TMH receives a Harris County Prevention CANS (Child and Adolescent Needs Strengths Assessment). The CANS is used for eligibility, treatment planning and outcomes.
- **The Mini Mental Status Exam (MMSE)** is also used to measure cognitive difficulties
- **Waco Center for Youth** – TMH provides liaison services for youth 12 to 17 who wish to apply to Waco Center for Youth, a state supported residential treatment center for youth with behavioral or psychiatric symptoms
- **Counseling Services & Mental Health Case Management** –individual and/or family therapy in the office or community.

Staffing

- 1 Full-Time Therapist
- 3 Part-Time Therapists

Revenue Sources

- Harris County General Fund
- TRIAD Prevention Funds
- Family Protection Fees

Program Impact: Output and Outcomes

Service Outputs	FY 2017	FY 2018	FY 2019	Variance
Number of Families Served	104	127	150	+46
Number of Prevention CANS Assessments completed	90	108	140*	+50

- *Some families do not complete a Full Prevention CANS (i.e. did not continue services after initial session)*

Client Outcomes	FY 2017	FY 2018	FY 2019 Target Score	Celebrate	Monitor	Act Now
% of youth (95 discharges) displaying improved fu at time of discharge (per family response)	80%	82%	90%		87%	
% of youth not in DFPS custody at 90 days following discharge* (22 parents responding)	100%	93%	90%	100%		
% of youth not confined in a juvenile facility 90 days following discharge* (22 parents respond	95%	93%	90%	100%		
% of youth attending school 90 days following discharge*(22 parents responding)	95%	93%	90%	100%		
% of youth remaining in a family setting 90 days f case closure* (22 parents responding)	86%	100%	90%	100%		
Overall Satisfaction Measure	93%	93.6%	90%	95%		
Selected CANS Domain				Average Pre-Test	Average Post-Test	Average Change
CANS Assessment - Child Behavior/Emotional Needs				6.21	3.16	3.05
CANS Assessment - Child Risk Behaviors				.79	.42	.36
CANS Assessment - Life Domain Functioning				3.47	1.53	1.95
Total of Select CANS Domains* Comparison of th needs before services and after services completed.				10.47	5.10	5.37

o TRIAD Mental Health uses the CANS Assessment as a Pre-Test /Post-Test outcome measure. TMH selected three domains to observe for change. The selected domains are domains that contain items that can be reasonably expected to be impacted by TMH services. The selected domains are as follows:

- **Child Behavior/Emotional Needs** – psychosis, impulse/hyperactive, depression, anxiety, oppositional, conduct, adjustment to trauma, anger control, substance use, and eating disturbance;
- **Child Risk Behaviors –**suicide risk, self-mutilation, other self-harm, danger to others, sexual aggression, runaway, delinquency, fire-setting, social behavior, and bullying;
- **Life Domain Functioning** – family, living situation, school, social functioning, recreational, developmental, communication, judgment, job functioning, legal, medical, physical, sexual development, sleep, and independent living;

o Nineteen (19) clients had both pre-service CANS and a post-service CANS. Seventy-nine percent (79%) of the 19 clients showed a reduction in *needs* in two or more of the selected domains (reported in the Dashboard as *showing improved functioning at the time of discharge*). Thirty-two percent (32%) of the 19 clients showed a reduction in *needs* in all three of the selected domains.

When averaged, all three selected domains showed a reduction in needs:

Selected CANS Domain	Average Pre-Test	Average Post-Test	Average Change
Child Behavior/Emotional Needs	6.21	3.16	3.05
Child Risk Behaviors	.79	.42	.36
Life Domain Functioning	3.47	1.53	1.95
Total of Select CANS Domains	10.47	5.10	5.37
*Comparison of the # of needs before services and after services completed.			

o TMH provided liaison services for Waco Center for Youth (WCY) - a state run psychiatric residential treatment facility that serves teen-agers, ages 13 through 17, with emotional difficulties and/or behavioral problems. This provided the opportunity for TMH to divert children referred for residential treatment to less restrictive services such as TMH counseling or Parenting with Love and Limits (PLL). Clients seeking placement at Waco Center for Youth are referred by TMH to CRCG for a staffing and a "Letter of Priority Placement".

o TMH continues to provide mental health assessments and intensive in-office and home-based family therapy to English and Spanish speakers

o TMH and PLL staff provide a Saturday support group at YSC for parents of youth who have "graduated" from services at TMH and PLL. The group is named the "FIG" group – Family Insight Group. The FIG group is facilitated by therapists from TMH and PLL. The parents have selected topics on mental health crisis resources in Houston, transition issues, substance abuse, discipline, social media, etc. Participation is voluntary and available on a drop-in basis. The group meets once each month on a Saturday. The group is in process of shifting the facilitation to the core group of parents who have been active from the start. The YSD therapists have moved from a facilitator role to a resource role.

o TMH provides consultation to all TRIAD staff on handling homicidal/suicidal clients, on-site crisis intervention and assessment services, as well as assisting other staff in initiating referrals to CHOICES, The Harris Center ACT Team and the Mobile Crisis Outreach Team. TMH also provides follow-up

services to Harris County Juvenile Probation Department's deferred prosecution cases (DP-180) where the youth MAYSI scores indicate a need for a mental health referral. Additionally, TMH receives a large number of referrals from Triad Intake as a result of a positive PSC. Often the youth and parent can be seen immediately for an assessment, or can be scheduled on the spot for a time that is convenient. Finally, TMH assisted Kinder Emergency Shelter with therapists to provide emergency crisis interventions and transfers to psychiatric hospital for some residents.

IMPACT STORY

From a Client Satisfaction Survey: "*Very helpful. I feel like Harris County cares about kids".*
From another Client Satisfaction Survey: "*This program has helped me so much. While my children still have issues, I [have] grown so much and find that I no longer enable them. This program helps me know I am not alone."*

GOALS & OBJECTIVES UPDATE

Goal #1: Promote the wellbeing and permanency of youth with serious mental health issues by providing comprehensive community-based clinical and case management services. (non-Waco involved youth)

Key Targets:
- By the end of the fiscal year, there will be an increase from previous year in families served (>127).
- At case closure, 80% of youth will display improved functioning.

Status Update: Both objectives were met. 150 families received services at TMH. This may have been a CANS only service or a CANS plus counseling service. 87% of youth did display improved functioning.

Goal #2: **Facilitate appropriate services for youth referred by The Harris Center for Mental Health and IDD to Waco Youth Center residential services.**

Key Targets:
- 100% of youth referred for Waco Center for Youth Services will receive a screening for appropriate services.
- 100% of youth referred for Waco Center for Youth Services will receive case management & community linkage services.
- 100% of Waco Discharge Staffings attended by TMH case managers.

Status Update: All three objectives were met at the 100% level. Sita Skaria is the Waco Center for Youth liaison. She screens all Harris County applicants. She attends Waco discharge staffings either by phone or in person at a CRCG. As youth are leaving Waco, she ensures that each youth has a follow-up medication plan, an appointment to see a psychiatrist, and that there is a therapist to follow up with the youth.

CLIENT SATISFACTION

1. This program is helpful.   92%
2. I am satisfied with the amount of time my therapist spent with me.   95%

3. I feel that the therapist has treated me with respect.　　　　　98%
4. I would tell a friend to go to this program.　　　　　　　　　92%
5. If I had to give this program a grade, I would give it a…　　　99%
   Overall Satisfaction　　　　　　　　　　　　　　　　　**95%**

   Total Participants　　　　　　　　　　　　　　　　　**42**

Response Rate= 42 out of 150 distributed surveys received for a rate of 28%

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

	FY 2017	FY 2018	FY 2019
# Client Case Files Audited	10	20	24
% Average Case Review Score	Targeted	88%	90.1%

Comments:

 o *The QI Program will be partnering with TMH to meet the new COA guidelines on Case Review sample sizes for FY 2020.*

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	0	0	0
# Physical Restraints	0	0	0

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Status Update on Last Year's Improvement Plan:

 • TMH has a new parent support groups for parents of girls in the P.I.N.K. group. This is both a skills group and a process group for parents with a daughter that is on probation and required to participate in the P.I.N.K. group. We will start with a Spanish-speaking parent's group and add an English-speaking parent's group during the year.

   Status Update: TMH continued serving the girls in the P.I.N.K. group during 2018-2019 but only the Spanish-speaking parents. In spring of 2019 Harris County Juvenile Probation had a major reorganization and change of focus. Consequently the P.I.N.K. group was disbanded. At this point, the project has been abandoned.

 • Expand the school/community co-location concept to an additional site in the Third Ward/Sunnyside area.

Status Update: During 2018-19, TMH partnered with JP Court and selected Woodson K-8 School. During summer of 2018, a TMH therapist was identified. Woodson K-8 located office space. Prior to the opening of school, HISD had relocated all of the administrative team at Woodson. Communities in Schools (CIS) provided a full-time therapist to Woodson. This made TMH redundant. In consultation with JP Court we were able to concentrate school in the Third Ward/Sunnyside area referrals with the previously identified TMH therapist.

Current/Ongoing Challenges:

Program Improvement Plans for FY 2020:

Follow-up data collection: **Historically we have tracked 4 measures as outcomes at the 90-day follow-up. That follow-up has been inconsistently administered as it has to be collected by individual workers and tabulated by spreadsheet.**

RELATED STRATEGIC GOAL: Follow-up data collection		
☒Goal #1 (**Data,** *Performance Management, Staff/Board development, Employee Recognition*) ☐*Goal #2 (Enhanced internal/external Communication)* ☐*Goal #3 (Strengthen partnerships)*		
Action Step	**Person Responsible**	**Timeframe**
*Utilize EVOLV to enhance tracking "90 day follow up service" by therapists after the case is closed	Jim Whitehead & Program Staff Information Technology	Quarterly Check In on Progress

![Harris County Protective Services for Children and Adults logo]

Harris County Protective Services
for Children and Adults

FY 2019
TRIAD Parenting
with Love & Limits

hcps.harriscountytx.gov

HELP- EXCELLENCE- ACCOUNTABILITY –RESPECT -TEAMWORK

Created as a new program in 2009 to provide evidence-based parenting for youth and their parents residing in Harris County.

Description and Purpose:

COA Standard: CFD- Child & Family Development and Support Services

Parenting with Love and Limits (PLL) is an evidence-based parenting education program that integrates principles of a structural family therapy approach into a comprehensive 6-week program. The program is designed to provide parents with specific tools and techniques (e.g., contracting, troubleshooting, anti–button pushing tactics, using creative consequences) to reestablish the parents' ability to determine rules and restore nurturance to the parent–child relationship. The Parenting with Love and Limits teaches parenting skills in a group setting. It also provides individual "coaching" to show each family how to use the skills in day-to-day interactions.

Population Served

- Youth 10 to 17 whose behavior presents challenges their parents' ability to function.
- The youth are still living at home or are in a safety placement with family or fictive kin. They may be HCJPD (probation) involved but not adjudicated.

Services Provided

- **Orientation session**
- **6 Group sessions-** Youth and families m[e]t in multi-family group sessions for one hou[r] week with an additional one hour breakou[t] sessions for teens and the parents.
- **4 or more Family Therapy sessions** to implement the skills that were learned in th[e] group sessions.

Staffing

- 5 full time therapists
- 3 part-time co-facilitators

Revenue Sources

- Harris County General Fund
- Family Protection Fee Fund[1]
- Harris County Juvenile Probation

[1]The family protection fee of $15.00 was authorized by Harris County Commissioners Court. The fee is collected by the District Clerk at the time a suit for dissolution of a marriage under Chapter 6, Family Code is filed. The recipient organizations should provide direct services for the prevention or intervention of family violence or the abuse or neglect of a child.

Program Impact: Output and Outcomes

Outputs	FY 2017	FY 2018	FY 2019	Variance
# of Youth enrolled in PLL	190	147	183	-7
Number of Youth that graduate	157	151	163	+6

Service Delivery Outcomes	FY 2017	FY 2018	FY 2019 Target Score	Celebrate	Monitor	Act Now
% of youth & their families graduating from PLL	99%	98%	95%	99%		
Total Child Behavior Check List (CBCL) score parents will show significant improvement average reduction of 15 or more points in t[otal] problems between the Pre-test and Post- te[st] (Scales: Anxious, Withdrawn, Rule Breaking, Aggressive Behaviors, Social Problems, Thou[ght] Problems, Attention Problems, Oppositional Disorder, Conduct Disorder, and Post-Traum[atic] Stress Disorder (PTSD)	26.45	19.02	15 points		9.75 points	

KEY PROGRAM ACHIEVEMENTS

1. Successfully closed out PLL program after 11 years of operation.
2. Assisted the Triad Executives in identifying another evidenced-based parenting program (Common Sense Parenting) to replace PLL.
3. Assisted Kinder Emergency Shelter with therapists to provide emergency crisis interventions. Also assisted with transfers to psychiatric hospital for some residents.

IMPACT STORY

One family came for parenting services as ordered by court. The teen was referred due to truancy. When parents attended class one, dad was distraught. Teen had left home for more than 3 weeks and parents had no clue as to her whereabouts. She had been reported as missing to proper authorities. Therapist immediately created a "Wanted/Missing" Flyer for family to post around areas they suspected she may be at. By class 4, teen returned home. Dad continued to attend all classes in spite of his work schedule and distance from Pasadena to Chimney Rock location. At last class session 6, dad proudly reported that on his way to class, he received a call from school to inform him that his teen had excelled in her school exams and was doing very well. Dad was very happy to get a good report from school and he expressed his gratitude for the parenting program, which had made a great difference in the overall improvement in his family relationships and current status.

GOALS & OBJECTIVES UPDATE

Goal #1: To improve pro-social behaviors of high-risk youth

Key Targets:
- During review period, parents will reduce pre/post CBCL scores by 15 points
- During review period, parents will reduce pre/post CBCL scores by 15 points
- During review period, 95% of youth will complete all sessions and graduate from program

Status Update: Parents' Child Behavior Check List (CBCL) Problems (last year's target was 10 pts): Target not met.

- All the scales show statistically significant improvement, with most showing high statistical significance ($p < 0.001$): Anxious, Withdrawn, Rule Breaking, Aggressive Behaviors, Social Problems, Thought Problems, Attention Problems, Oppositional Defiant Disorder, Conduct Disorder, and Post-Traumatic Stress Disorder (PTSD) as well as the aggregate measures Total Internalizing Behaviors, Total Externalizing Behaviors and Total Problems.

Effect sizes are generally in the small range (last year all effect sizes were in the medium range), indicating modest improvement, with a few in the medium range: Withdrawn, Attention Problems, Oppositional Defiant Disorder and the aggregate measure Total Problems. At first glance these small effect sizes may seem disappointing. In fact, the ethnically diverse front-end population, ranging in age from 10 to 17, with a significant proportion of girls (42%) has numerous characteristics that lead to large variability in the scale measurements.

Statistical significance is achieved when there is consistent improvement across the population: it is unlikely that there is really no change if nearly all the participants show improvement. Large effect sizes are achieved when the differences in the pre- and post-test average scores represents a large proportion of the standard deviation of the scores (a measure of the variability amongst the scores).

When the standard deviation is bigger than the average score, it is very difficult to achieve a large effect size. These are strong outcomes.

Youth Self Report (YSR) Problems (last year's target was 5 pts.):
- Target not met.

All but one of the scales (Somatic Complaints, $p = 0.068$) show a statistically significant decrease, which is the desired outcome. In many cases, the improvement is highly significant: Anxious, Aggressive Behaviors, Oppositional Defiant Disorder, Conduct Disorder, and the aggregate measures Total Internalizing Behaviors, Total External Behaviors, and Total Problems. The strength and consistency of this response is a strong indication that youth behavior has indeed changed for the better.

Effect sizes are in the small range for almost all outcomes (previous years all subscales showed medium effect). Somatic Complaints, which does not show significance, has a negligible effect size ($d = 0.079$), and the effect size for Oppositional Defiant Disorder just creeps into the medium range ($d = 0.305$). This is consonant with the generally small effect sizes reported by caregivers on the corresponding CBCL assessment. Effect sizes on the YSR are slightly smaller than on the CBCL (see Texas Triad: CBCL Analysis 2019); this is not unexpected. Youth typically report more problems on both the pre-test and the post-test than do parents and caregivers, a difference which reflects both a tendency of youth to evaluate themselves more harshly and the fact that youth are aware of certain behaviors that are not known to caregivers. In this analysis, youth report slightly higher levels of many problem behaviors, but a slightly lower level of Oppositional Defiant Disorder. They also report much higher levels of Somatic Complaints, Thought Problems (primarily involving sexual thoughts) and Other Problems (mostly involving bathroom habits, but also including high levels of animal abuse) and moderately higher levels of Rule Breaking and Attention Problems.

Graduation Rates: The graduation rate of 99% is the highest yearly graduation rate in the 11 years PLL has existed.

CLIENT SATISFACTION

Youth

1. The program has helped me to feel better about myself.	84%
2. The program has taught me things that I can use.	82%
3. The adults in the program treated me with respect.	90%
4. I would tell a friend to go to this program.	82%
5. If I had to give this program a grade, I would give it…	94%

Family

1. This program has helped me improve my parenting skills.	94%
2. This program has helped me reduce stress in my life.	91%
3. I feel that the program staff respects me.	99%
4. This program is helping me reach my goals for my family and me.	96%

	Total
Youth completing scale	12
Family completing scale	12

Overall Youth Satisfaction = 85%*
Overall Family Satisfaction = 96%*

*See attached Youth and Family Satisfaction Surveys

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS:

	FY 2017	FY 2018	FY 2019
# Client Case Files Audited	10	12	34
% Average Case Review Score	Targeted Review	94.3%	94.95%

Comments:

- *Parenting with Love and Limits curriculum has been updated to Common Sense Parenting for 2020. The QI Team will be partnering with the program to review case file checklists and targets.*

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	0	0	0
# Physical Restraints	0	0	0

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Status Update on Last Year's Improvement Plan:

- Continue to develop hybrid JP Court /PLL Co-facilitator position. We have determined that the hybrid position must be a co-facilitator not a "gap-filler" (part-time facilitator and co-facilitator) as Maria Chavez-Berry was certified.

  Status: This project was postponed as JP Court was in process of a management change. When PLL transitioned to Common Sense Parenting, we were able to add 11 new co-facilitators including one from JP Court.

- Continue to explore an expedited method of obtaining recidivism rates as an outcome. A source for the recidivism data has been identified. Possible resources for administering the survey are overnight intake and JP Court liaisons.
  Status: Initially the use JP Court liaisons was Beta tested as the expedited method. It was unsuccessful as the follow-up search of JIMS database was spread among several JP Court Liaisons. This led to inconsistent results and data that could not be used. In

July 2019, a graduate intern in partnership with a Juvenile Probation Officer was able to obtain the data from JIMS database. That data has been tabulated. The recidivism rate for the youth that graduated in 2017-2018 is 3.4%. 147 youth graduated from PLL from 3.1.2017 to 2.28.2018. During the 12 months following graduation, 5 youth re-offended resulting in a 3.4% recidivism rate.

Current/Ongoing Challenges:

Program Improvement Plans for FY 2020:

Transition to Common Sense Parenting (CSP):
Transitioning from PLL to CSP will be challenging. There are many positive aspects of PLL that need to be transferred to CSP. Stakeholders have had high regard for PLL. Communication of the similarities of the two programs to these stakeholders will help make for a smooth transition.

RELATED STRATEGIC GOAL: Transition to Common Sense Parenting (CSP)

☐Goal #1 (**Data,** *Performance Management, Staff/Board development, Employee Recognition)*

☒*Goal #2 (Enhanced internal/external Communication)*

☐*Goal #3 (Strengthen partnerships)*

Action Step	Person Responsible	Timeframe
Enhance HCPS website to include CSP by June 15, 2019.	Jim Whitehead & Program Staff	By June 15, 2019
Enhance Triad brochure to include CSP by July 31, 2019.	Jim Whitehead & Program Staff	By July 31, 2019
Develop Letter to External Stakeholders explaining changes by July 31, 2019.	Jim Whitehead & Program Staff	By July 31, 2019
Develop PowerPoint presentation by August 30, 2019.	Jim Whitehead & Program Staff	By August 30, 2019
Present CSP to CRCG network by Oct. 31, 2019.	Jim Whitehead & Program Staff	By October 31, 2019
Present CSP to Internal stakeholders' unit meetings by Nov. 30, 2019.	Jim Whitehead & Program Staff	By November 30, 2019

FY 2019
Community Youth Services
August 01, 2018- July 31, 2019

ANNUAL PROGRAM REVIEW

Harris County Protective Services
for Children and Adults

hcps.harriscountytx.gov

HELP- EXCELLENCE- ACCOUNTABILITY –RESPECT –TEAMWORK
Mission: To support, enhance and advocate for the safety and well-being of children and adults in Harris County

Improve the lives of youth and their families

through advocacy, education and personal empowerment.

Description and Purpose:

COA Standard: Counseling Support & Education (PA-CSE)

The goal of the CYS Program is to assist partnering school districts by providing free, voluntary social services as quickly as possible to youth and their families who are in crisis. Under shared contracts with schools, CYS staff provide school-based crisis intervention and case coordination services to families with school age youth who are experiencing mental health issues, unable to meet basic financial needs, struggling in school, or having family problems that are impacting their behavior or school success.

Population Served

- School aged youth and their families in crisis.

Services Provided

CYS staff provide:
- **Crisis intervention services** to students and/or families
- **Case coordination services** (including information & referrals) to families school age youth, who are struggling or have family problems that are affe their behavior or school success
- **School-based education & support groups**
- **Student Support Services** to students at school or in the community (not related to open cases)
- **Campus Support Services** to groups of students on behalf of a school campus or district

Staffing
- 71 Full-Time Staff

Revenue Sources
- Harris County General Fund
- Grant funding – City of Houston
- Inter-local agreements with school & community partners
- Grant funding – Goose Creek CISD

Program Impact: Output and Outcomes *(data reflects school year [Aug 1, 2018-July 31, 2019] rather than FY)*

Health & Well-Being Outputs	FY 2017	FY 2018	FY 2019	Variance
Number of Students served[1]	N/A	N/A	37,664	
Number of Group Services provided	4,375	5,434	8,991	
Number of Case Coordination services provided[2]	55,860	52,980	58,018	
Number of Student Support Services provided[3]	63,048	74,204	39,803*	
Number of Campus Support Services provided[4]	N/A	N/A	4,232	

[1] *Count of all student served by Community Youth Services (includes students receiving both ongoing services as well as one time interventions)*

[2] *Ongoing services provided to students or families with school age youth.*

[3] *One time services provided to, or on behalf of, students when no case is open. Students may receive more than one student support service such as uniforms, basic needs.*

[4] *Services which benefit groups of students, staff or campuses including Crisis Team debriefings, organizing food/clothing drives, holiday support, health fairs, etc.*

* this number expectedly decreased when Student Support Services were redefined to exclude groups of students, and count only brief interventions to individual students. Services to groups are now captured in Campus Support Services.

Client Outcomes	FY 2017	FY 2018	FY 2019 Target Score	Celebrate	Monitor	Act Now
% of improvement in all students referred for CYS services	NEW	82%	80%	83%		
% of improvement in students referred for basic needs/financial assistance	N/A	N/A	80%	93%		
% of improvement in students referred for school behavior	80%	61%	80%		78%	
% improvement in students referred for mental health concerns	N/A	N/A	80%		75%	

New indicators were implemented in this review cycle to correspond to newly implemented Outcome measures for the CYS program. Outcomes have been updated to reflect the most frequent reasons for which youth and their families are referred to Community Youth Services.

Harris County Protective Services
for Children and Adults

FY 2019
JP Court Programs
September 1, 2018-August 31, 2019

ANNUAL PROGRAM REVIEW

hcps.harriscountytx.gov

HELP- EXCELLENCE- ACCOUNTABILITY - RESPECT –TEAMWORK
Mission: To support, enhance and advocate for the safety and well-being of children and adults in Harris County

Designed to provide family-centered, youth-guided and strength-based approach of services to youth involved with JP Courts.

Description and Purpose:

COA Standard: Juvenile Justice Case Management (JJCM)

Four prevention and early intervention programs are available to at risk Harris County Youth aged 10-17 and their families who are in need of intense and strength-based follow-up services to address truancy, class C misdemeanor offenses and conflict resolution skills.

Population Served

- Harris County youth aged 10-17 and their families residing in Harris County. Truancy, runaway, drop out, curfew violation, parent/child conflict, school disruption and substance abuse are the reasons for referral.

Services Provided

- **The JP Court Liaison Program** exists in Justice of the Peace (JP) Courts throughout Harris County. Court Liaisons work with youth and families who appear before the JP Court for various Class C misdemeanor offenses such as truancy, disorderly conduct and disruption of school classes. Court Liaisons perform a variety of duties, which include crisis intervention and sentence recommendations during dockets. To coordinate services and better serve clients, Court Liaisons also work in collaboration with community and faith-based organizations, local school districts as well as other branches of the judicial system.

- **The Justice of the Peace (JP) Court Wraparound Program** is designed to assist youth/families who are deemed in need of intensive follow-up services. It is an intensive family-centered, youth-guided and strength-based approach that is designed to provide comprehensive care to youth involved with the JP Court. Court Case Managers work closely with referred youth and their family to build a team, develop an individualized plan and work together toward a common family goal. Court Case Managers utilize the Wraparound process to facilitate family team meetings.

- **Parent/Teen Survival Program (PTSP)** is available to at-risk youth and their families living in Harris County. The purpose of the program is to teach teens and their parents the valuable skills that include conflict resolution skills, anger management skills and mediation techniques through a curriculum-based program that will result in creating win-win solutions. The curriculum consists of (3) sessions designed for a two hour time period. Each session incorporates a range of activities and learning styles, including group discussion, ~~video sequences,~~ physical movement, ~~role plays,~~ written and verbal activities. During the sessions families learn new skills in understanding violence and conflict, negotiating and setting boundaries, effective communication, managing anger, consequences, and problem solving.

- **TRIAD Truancy Class (TTC)** is aimed at youth ages 10-17 and their parents who are in need of a Truancy prevention and early intervention class specifically designed to address the issues that may contribute to excessive absences in school. Youth with any "at-risk" behavior including: truancy, runaway, drop out, curfew violation, parent/child conflict, school disruption and substance abuse are eligible. Youth currently or formerly with CPS and Juvenile Probation are also eligible. The class

~~covers Conflict~~<u>covers: Conflict</u> Resolution, Parent/Child Dynamics, Boundary Setting, ~~Drug Use,~~ Relationships, Role <u>Playing</u>~~Modeling~~, Conflict Resolution, ~~-and-~~Communication<u>, and Truancy Laws</u>.

Staffing

- JP Court Wraparound Program
- JP Court Liaison Program
- Parent/Teen Survival Program and TRIAD Truancy Class

- 1 Supervisor
- 2 Program Specialists
- 1 Program Coordinator
- 1 Program Manager

- 5 Court Case Managers
- 11 Court Liaisons
- 1 Administrative Assistant & 13 part-time Group Facilitators

Revenue Sources

- Harris County General Fund
- Harris County Family Protection

Program Impact: Output and Outcomes

Health & Well-Being Outputs	FY 2017	FY 2018	FY 2019	Variance
Court Liaison Services				
# of youth served by JP Court Liaison services	3675	4881	7252	3577
# of referrals provided	4315	6335	7708	3393
# of community outreach contacts	1095	706	659	436
Court Wraparound Services Outputs				
# of youth referred for assessment	60	39	71	11
# of completed assessments	48	32	51	3
# of youth enrolled in wraparound program	44	27	47	3
# of enrolled youth who declined services	4	5	5	1
# of enrolled youth who discontinued services	30	9	32	2
# of enrolled youth who completed court requirements	4	6	6	2
Truancy Class Outputs				
# of TRIAD Truancy Classes	6	10	13	6
# of enrolled	114	187	397	283
#of families completing TRIAD Truancy Class	86	129	194	108
Parent/Teen Survival Outputs				
# of Parent/Teen Series	39	21	24	-15
# of families enrolled	272	301	172	100
# of families completing Parent/Teen Series	121	118	79	-42

Client Outcomes	FY 2017	FY 2018	FY 2019			
			Target Score	Celebrate	Monitor	Act Now
JP Court Wraparound						
% of youth not having additional criminal offenses at 90 day follow-up	100%	100%	80%	100%		
TRIAD Truancy Class*						
Parent post-test knowledge scores will increase by 10%	N/A	4.89%	10%	14.97%		
Youth post-test knowledge scores will increase by 10%	N/A	9.31%	10%	10.7%		
Parent/Teen Survival						

% of families with improved skills in handling conflict (Parent/Teen)	85%	88%	90%	96%		
Participants indicating benefit from services	94%	93%	90%	97.1%		

Comments:

KEY PROGRAM ACHIEVEMENTS

Identify program accomplishments achieved during the past 12 months

IMPACT STORY

Please share a quote or example of a positive client outcome. This can come from comments on a survey or from staff. Please be brief (no more than one paragraph):

GOALS & OBJECTIVES UPDATE

Goal #1: Increase capacity of at-risk youth and families referred by JP courts to achieve meaningful results (Applies to all components):

Status Update:

Goal #2: To facilitate family-centered, youth-guided and strength-based services to at-risk youth and families referred by JP Courts (Case Management Component):

Status Update:

Goal #3: Maintain work standards that promotes efficient service delivery.

Status Update:

CLIENT SATISFACTION

Please provide a brief description of your survey methodology (Total number sent out, types of clients surveyed, how the survey was given to clients, number received, and response rate) and a summary of consumer satisfaction results/responses in TABLE FORMAT.

PROGRAM COMPLIANCE MEASURES

CASE RECORD REVIEWS (JP COURT WRAPAROUND):

*County Fiscal Year	FY 2017	FY 2018	FY 2019
# Client Case Files Audited	10	7	25
% Average Case Review Score	94.1%	96.5%	96.3%

Comments:

There were no external reviews or audits for the JP Court Program. Behavior management interventions or any type of research were not done on program participants of the specific components of the program which include the JP Court Liaisons, JP Court Case Management (Wraparound), Parent Teen Survival and TRIAD Truancy Class.

RESEARCH ACTIVITIES/PROJECTS:

N/A

CLIENT SAFETY/INCIDENT REPORTS:

*County Fiscal Year	FY 2017	FY 2018	FY 2019
# Incident Reports Submitted	0	0	0
# Physical Restraints	0	0	0

LOOKING FORWARD: PROGRAM IMPROVEMENT PLANS

Status Update on Last Year's Improvement Plan:

- JP COURT LIAISON: Low filings due to legislative changes from HB 2398.
  - **Update:**
- JP COURT WRAPAROUND: Increase the number of youth referred for assessments and the number of youth enrolled in program for FY2018-2019
  - **Update:**
- PARENT/TEEN SURVIVAL and TTC: Increase Enrollment and family completion rates
  - **Update:** TRIAD Truancy Class enrollment and completion increased. However, Parent/Teen Survival enrollment did not increase due to the trend of addressing truancy. Parent/Teen Survival completion increased but the enrollment didn't.

Current/Ongoing Challenges:

Program Improvement Plans for FY 2020:

RELATED STRATEGIC GOAL:		
☐Goal #1 (**Data,** Performance Management, Staff/Board development, Employee Recognition) ☐Goal #2 (Enhanced internal/external Communication) ☐Goal #3 (Strengthen partnerships)		
Action Step	**Person Responsible**	**Timeframe**

Harris County Protective Services
for Children and Adults

HELP - EXCELLENCE - ACCOUNTABILITY - RESPECT - TEAMWORK

STRATEGIC PLAN

HARRIS COUNTY PROTECTIVE SERVICES
FOR CHILDREN AND ADULTS

2018 through 2020

"Leading through H.E.A.R.T"

STRATEGIC PLANNING GROUPS

BOARD OF DIRECTORS
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HCPS EXECUTIVE TEAM

Joel Levine, MA, LCSW, **Executive Director**
Beverly Pettway, Financial and Business Administrator
Anna Bell, LMSW, Organizational Development Director
Ginger Harper, Youth Services Division Administrator
Jeff Alexander, Youth Services Division Manager
Claudia Gonzalez, Adult Services Division Administrator
Jackie McMillon, Children's Services Director

HCPS EMPLOYEE ENGAGEMENT TEAM (see appendix)

HCPS CORE VALUES STAFF GROUP (see appendix)

HCPS STRATEGIC PLAN WORKGROUPS (see appendix)

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HARRIS COUNTY PROTECTIVE SERVICES (HCPS)
...AT THE HEART OF FAMILIES

AGENCY OVERVIEW

Harris County Protective Services (HCPS) was founded in 1966 as Harris County Child Welfare to provide support services for the children taken under the wing of the Texas Department of Family and Protective Services. Fifty-two years later, HCPS still provides this support. But the now-county department has expanded services for early prevention, intervention and adult services.

Children's Services Division assesses the whole family when the state department investigates abuse and neglect allegations through their Children Crisis Care Center; provides medical, dental and mental health care while children are in the care of the state through the HCPS Clinic; provides basic needs for children in the DFPS system through the Be a Resource (BEAR) program and helps older youth who are aging out of the foster care system transition to independence the Houston Alumni & Youth (HAY) Center.

Youth Services Division has free school- and community-based programs (Juvenile Courts) to ensure youth and their families dealing with tough familial, mental health and life crises remain in their own homes and are successful in school, in the family and the community. Individual, group and family counseling, along with information and referrals are available at no cost to these families. The division also provides group services that focus on parent/teen relationships, a short-term emergency shelter for youth in crisis and a 24 hour intake program called TRIAD Prevention Program, a consortium of three county agencies that diverts at-risk youth from involvement with TDFPS, mental health/and or juvenile justice systems.

Adult Services Division provides services to vulnerable and incapacitated adults living in Harris County. The Harris County Guardianship Program was created to provide management and monitoring services to indigent persons who were deemed incapacitated by the Probate Courts and who needed a legal guardian to handle their affairs. The Representative Payee Program also falls under Adult services and is a volunteer case management program that assist with money management to seniors and disabled adults. The newest component to adult services is the Senior Justice Assessment Center (SJAC), a program that serves the complex and unique needs of senior victims of abuse, neglect and exploitation. SJAC collaborates with expertise in geriatric medicine, social services, protective services, law enforcement and civil and criminal prosecution to provide services to this population.
HCPS has two other divisions that support our programs:

Administrative and Development Services Division: The responsibilities set forth in the COA Administrative standards represent the multi-faceted functions the leadership of a public agency assumes which includes administrative leadership, communications, human resources, quality improvement, training and organizational development.

Financial and Business Services: Supports our organization through accounting, fiscal, budget, grants management, facilities, information technology, human resources and legal services.

II. MISSION

To support, enhance and advocate for the safety and well-being of children and adults in Harris County.

III. VISION

To better the lives of children and adults in Harris County.

IV. CORE VALUES

HELP- We Help Restore and Transform Lives.
- We give or provide what is necessary to accomplish a task or need for our clients and each other.
- We help make someone or something completely different, in a way that makes them better.
- We help bring back stability and hope.
- We help our clients and co-workers share, we listen and help apply our expertise.

EXCELLENCE- We strive for Excellence in carrying out our mission
- We will persistently create better ways of doing the things we do.
- We will expect more of ourselves than our clients do.
- We will endeavor to exceed expectations in all services we provide.
- We want the best because we believe in what we are doing.

ACCOUNTABILITY- We hold ourselves Accountable to our clients, our community and each other
- We are responsible, reliable and trustworthy in what we do and how we treat each other and our clients.
- We do what we say we will do
- We follow through on the responsibilities we are charged with
- Accountability involves a process of seeing it, owning it, solving it and doing it and requires a level of ownership that includes making, keeping and answering for commitments to each other, our clients and the community

RESPECT- We show Respect for the dignity and worth of every person
- We support everyone's dignity and worth regardless of their backgrounds, abilities and beliefs.
- We have due regards for a client or coworker's feelings, wishes or rights
- We recognize each other's roles and abilities to accomplish the HCPS mission.
- We treat each other and our clients as we would like to be treated

TEAMWORK- We promote Teamwork by building trusting relationships
- We willingly do what must be done to assist each other
- We provide each other feedback about meeting each other's needs
- We provide superior services by working together, sharing a common purpose, a common culture, and common objectives/smart goals.
- We value our workforce, their experience, skills, knowledge and commitment.
- We believe in open and honest communication while showing concern and support for each other.

V. PROCESS AND APPROACH

Prior Strategic Plan:
A board retreat was held in October 2013 to discuss the top three challenges each of our five (5) program divisions were facing. These challenges were to be the stepping stones in the development of a strategic plan for HCPSCA and each challenge included action steps. The majority of the established timelines on each of the challenges fell within a two-three year period to be reviewed again in 2015-16. These challenges centered on the following initiatives:

- Improvement of program services in all divisions
- Maximization of our financial, technological, operational, and human resource systems to efficiently and effectively deliver services
- Re-framing the brand of HCPS

In keeping with our organizational vision, HCPS leadership has undertaken a strategic planning process to determine the strategic goals for the next two years.
As we began this process, the previous Strategic Plan was reviewed. We reflected upon the progress made towards the goals established in that plan. It was determined that a crucial cornerstone for our future planning was an updating of our Agency Mission Statement and the development of agency core values.

HCPS staff, Senior Management, and Board of Directors all engaged in a process (workgroups, focus groups, surveys) through which the agency's Mission Statement was updated. At the Board of Director's Meeting on March 26, 2015 the Board voted to approve the new agency Mission Statement. A new logo was also introduced along with a tagline(HCPS...*at the heart of families)* and approved. This process was also used to develop our agency core values and on February 23, 2017, they were presented and approved. This was important to implement as we engaged in the new planning process.

CURRENT ASSESSMENT (SWOT ANALYSIS) METHODOLOGY

A critical component of the planning process was the SWOT Analysis. This consisted of collecting stakeholder feedback through a series of interviews, surveys, focus group sessions, and the analysis of other data points available both within HCPS and outside of HCPS. All information gathered has been able to help us direct our thinking as we developed our goals for the new plan. Feedback from some stakeholders was gathered in the following manner:

- Board of Directors surveys
- Board committee discussions about strategic initiatives
- Annual survey of all HCPS employees
- Focus groups
- HCPS Parent Partners
- Core Group of Employees representing all staff
- Discussions in Team meetings (Administrators, Executive Director, Executive Coach)
- PQI Leadership Team Meetings

VI.   S.W.O.T. ANALYSIS

(S) Strengths
(What Makes us Unique? What is going well?)

- Core Values in place
- Offer an array of services to children, youth, and adults
- Strong commitment to prevention and support services
- Facilitator of multi-agency initiatives
- County support services
- Public-private partnerships
- Strong tenured staff
- Established relationships with community stakeholders
- Support of strong county system
- Accredited by Council on Accreditation (COA)

(W) WEAKNESSES
(qualities that prevent us or slows us down from accomplishing our mission, can be minimized)

- Limited resources
- HCPS lacks high visibility and presence in Harris County
- Gaps in communication and integration across and within the agency.
- Lack of understanding of HCPS services by DFPS staff at all levels. (affects DFPS relationship)
- Elevator speech being underutilized
- Inconsistent levels of cohesion and engagement of staff exists at all levels.

(O) OPPORTUNITIES
(Potential strategic initiatives, we can leverage existing capabilities or build the right ones)

- Better utilize board and individual/combined strengths
- Increase board involvement
- Build Partnerships
- Educate of public about HCPS services (media, community, DFPS local and state staff
- Better utilize technology
- Recognize staff at all levels
- Research/data management/sharing
- Build a stronger administrative team

(T) THREATS
(Potential threats impacting the space in general (non-specific to Fund Board).

- Changes with DFPS regarding current and future needs for contractors.
- New Legislation affecting HCPS (i.e. Families First Prevention Act)
- Funding, including VOCA Grants
- Name of agency can be misleading resulting in client's resistance to accept services
- Salaries not competitive for Licensed Clinicians and support positions in accounting and technology.

Current Strategic Plan

The HCPS Board of Directors and Senior Staff met in a retreat format on April 24, 2018 to begin to craft a strategic plan to guide the organization through 2020. A power point was developed that addressed accomplishments and challenges since the last retreat. (See power point presentation in Appendices). Much of the content in this document was discussed and developed during our Executive Team meetings and carried on to this retreat. The Executive Committee met for further vetting and refinement. The following information resulted from the planning sessions that helped develop this plan. Our success in realizing our vision and continuing to fulfill our mission will be measured by the extent to which we achieve the following strategic focus areas*:*

Strategic Focus Area #1- Workplace Values:

Values form the foundation for everything that happens in our workplace. The core values of the employees in the workplace, along with their experiences, and upbringing meld together to form our culture. The core values of our senior leaders are also important in the development of our culture. The executive leaders and the managers who report to them set the tone in establishing the quality of the work environment for people. It is a great idea for all workplaces to form a code of conduct that clearly explains the values of the agency and the ethics the agency works by. Leaders need to internalize these values and ethics and **live** by them, and in doing so, inspire other employees to **live** and work by the same values.

Strategic Focus Area #2: Enhanced Communications Capacity:

As HCPS has become established and grown larger over the past 50 years, stakeholder engagement identified patterns in communication as a theme to be addressed. Specifically identified was a need for more frequent and targeted communications to inform the community about HCPS services focusing on prevention and support. This feedback, coupled with rise in the use of social media platforms for communication for wide audiences means that communication continues to be a strategic focus for HCPS.

Strategic Focus Area #3: Strengthened Partnerships and Collaboration-

By collaborating, we can provide more seamless access to services and potentially expand our footprint in the community. HCPS has already achieved some success in partnering with community agencies; the next stage is to deepen collaboration, expand our stakeholders and, where appropriate, formalize agreements for shared services, resources, and processes.

HCPS GOALS FOR 2018 – 2020

GOAL 1: TO STRENGTHEN ORGANIZATIONAL CULTURE BY BECOMING AN AGENCY THAT LIVES BY OUR H.E.A.R.T. VALUES THROUGH FY 2020

1.1 Conduct engagement activities with the board to ensure growth in their commitment to the values on a quarterly basis.
Action Steps:
  a. Implement a board self-assessment methodology that includes an analysis of key skill sets and an assessment of performance by the beginning of FY2019.
  b. Revisit and update board orientation, training and schedule of activity from Commissioners Court appointment to resignation (i.e. information packet, handbook, board orientation, buddy system, ongoing training, and time frames) by September 2018.
  c. Create solution focused Board Meetings (i.e. strategic plan updates, challenges, new ideas or call for action) at monthly board meetings.
  d. Invite board members to youth related events

1.2 To Foster and strengthen leadership within the organization on a continuous basis.
Action Steps:
  a. Continued participation of the Executive Team in leadership development training with the Executive Coach monthly.
  b. Provide leadership development classes throughout the year as part of the agency's succession plan for identified staff by Feb. 2019
  c. Agency-wide, reward and recognize staff members for their actions and accomplishments monthly.
  d. Incorporate HCPS values into all agency policies and procedures on ongoing basis.
  e. Implementing values in the hiring, supervision and termination process

1.3 Apply and integrate the use of HCPS core values throughout the year.
Action Steps:
  a. Conduct agency wide education and sharing of core value definitions and expectations 4 times a year
  b. Display the core values within all HCPS public areas on a daily basis
  c. Celebrate the core values through planning and executing agency wide events on a quarterly basis.
  d. Develop an annual performance evaluation tool that translate the values into expectations, priorities and behaviors with colleagues, staff and self by March 2019.
  e. Recognize staff on a monthly basis (birthday blasts, value stories) via email, in person or social media.
  f.

1.4 Collect reliable and accurate data to analyze the effectiveness of HCPS Programs
Action Steps:
  a. Meet with Programs and IT to review current data collection by Sept. 2018
  b. Develop Data Code Books by Nov. 2018
  c. Review outputs, outcomes and reporting in the EVOLV database by Dec. 2018

GOAL 2: INCREASE COMMUNITY AWARENESS AND ENGAGEMENT OF HCPS SERVICES THROUGH FY 2020

2.1 Develop the resources necessary to implement a defined Communications Program:
Action Steps:
a. Review and approve the written internal and external communications plan by the end of each fiscal year through 2020

b. Increase Speaker Bureau activity by 10%

c. Complete the Speakers Bureau handbook by August 2018

d. Expand and enhance use of Social Media by 15%

e.   Increase the number of visitors to the agency's website by 10%

2.2 Communicate a more effective message of the agency's brand by Dec. 2020

Action Steps:

a. Study the positive and negative impact of the agency name throughout 2018

b. Participate in Harris County and community events as representatives of HCPS where appropriate

c. Be featured in the media on a quarterly basis (i.e. news article, radio, PSA's)

2.3 Strengthen communication across the region between HCPS and DFPS at all levels by Feb. 2020

Action Steps:

a. Schedule more consistent meeting times with DFPS leadership (directors, managers, supervisors) on a quarterly basis

b. Conduct a resource fair on an annual basis

c. Educate the region on the role of HCPS Program Services (Children, Youth, Adults)

2.4 Strengthen communications within the HCPS organization on an ongoing basis

Action Steps:

a. Conduct surveys to gather staff feedback on identified issues quarterly.
b. Remind staff on a monthly basis to utilize the online suggestion box to share ideas, concerns
c. Implement the Rained Out App by December 2018
d. Produce videos on a quarterly basis featuring messages from the Executive Director and/or other designated staff
e. Continue working with IT to upgrade the agency's Intranet
f. Start a Toastmasters club to help staff improve their speaking and leadership skills beginning May 2018.

GOAL 3: TO STRENGTHEN PARTNERSHIPS AND COLLABORATIONS

3.1 Explore the current partnership with DFPS for the purpose of leveraging and optimizing the use of existing resources throughout 2018.

Action Steps: Develop workgroups composed of staff from all levels and programs by June 2018 to discuss:

a. Redesign of 4Cs model to reassess services that align with DFPS needs (implementation/feasibility of Child and Adolescent Needs and Strengths (CANS) assessment; Expansion of the Nurturing Parent Program (NPP)

b. Restructure of the shelter model to meet the needs of Harris County youth.

c. Re-visit the hours and staff schedule to meet the needs of clients who use the HCPS Clinic

3.2. Evaluate Senior Justice Assessment Center's (SJAC) model of service delivery and build strategic partnerships to accomplish targeted future growth and direction through 2020

Action Steps:

a. Identify and pursue resources needed to sustain SJAC by Sept. 2019

b. Conduct an assessment of the current project and use data collected to determine next steps by November 2018

c. Pursue leadership roles in collaborations at all levels through 2020

3.3 Build new relationships and strengthen current partnerships to better leverage all programs and services for adults, seniors, children and their families through 2020.

Action Steps:

a. Attend or volunteer at identified events on quarterly basis.

b. Develop plan/process to keep partners abreast of changes that utilizes a variety of platforms (social media, written communication, infographics, etc...) throughout the year

c. Share annual report via mail, electronic or re-direct website

d. Evaluate partnerships annually to determine needed communication and service enhancements.

STRATEGIC PLAN TIMELINE SUMMARY

--------------------2018-------------------------

TASK TO BE PERFORMED	Jan	Feb	Mar	Apr	May	June	July	Aug
Review last strategic plan	X							
• Executive team feedback								
• Board feedback								
Review mission, vision, values	X							
• Reviewed changes to mission statement								
• Reviewed addition of tagline								
• Reviewed core values developed in 2016								
Gather relevant data and stakeholder input		X						
• Stakeholder focus groups 2015-16								
• Assess surveys given to staff (2016-17)								
• Interview key partners (2014-17)								
• Collect board member input (survey-2017)								
• Conduct SWOT analysis								
• Review accomplishments, challenges								
• Identify gaps								
Develop proposed goals		X	X					
• Quality Improvement Manager, Organizational Development Dir. & Executive Team input used to draft proposed goals/objectives								
Board Retreat held to discuss proposed goals				X				
Board Retreat Follow-up Board Meeting					X			
• Presentation of Strategic Plan Document to Board								
• Assign workgroups for designated goals								
• Identify champions for each goal								
• Identify portions of plan already in progress								
Strategic Plan Discussions						X	X	
• Facilitate small group discussions								
• Edit, reword objectives/determine action plans and timelines								
• Review and clarify roles and responsibilities								
Board approval of Final Strategic Plan to be implemented								X
Develop strategy for ongoing board monitoring of progress								X

GLOSSARY OF TERMS for HCPS Programs

PQI	**Performance and Quality Improvement**
CYS	**Community Youth Services**
JP Court/Liaison	**Justice of the Peace Court/Liaison**
CCCC (4Cs)	**Children's Crisis Care Center**
CYD	**Community Youth Development**
KES	**Kinder Emergency Shelter**
ASD	**Adult Services Division**
SJAC	**Senior Justice Assessment Center**
HCGP	**Harris County Guardianship Program**
MBK	**My Brother's Keeper**
NPP	**Nurturing Parent Program**
PPT	**Permanency Planning Team**
FBSS	**Family based Safety Services**
FGC	**Family Group Conferencing**
PTSP	**Parent Teen Survival Program**
TTC	**TRIAD Truancy Classes**
RHY	**Runaway and Homeless Youth**
BEAR	**Be A Resource (for kids)**
HAY	**Houston Alumni and Youth Center**
PAL	**Preparation for Adult Living**
YFRS	**Youth and Family Resource Services**
YAC	**Youth Advisory Council**
YSC	**Youth Services Center**
Youth on B.O.A.R.D.	**Building Opportunities thru Actions and Responsible Decision-making**
TRIAD	**TRIAD is a consortium of three county agencies (HCPS, Harris County Juvenile Probation, and the Harris Center for Mental Health and IDD) working together to intervene with youth and families before involvement with the DFPS, mental health and/or juvenile justice systems. There are nine programs that operate under the TRIAD program.**
CANS	**Child and Adolescent Needs Assessment**

GLOSSARY of TERMS FOR STATEGIC PLAN:

Action plan: A detailed description of the strategies and steps used to implement a strategic plan.

Baseline: Base level of previous or current performance that can be used to set improvement goals and provide a basis for assessing future progress.

Benchmarking: Gathering information about model efforts or best practices by other organizations engaged in similar endeavors to help establish project targets and goals.

Buy-in: Obtaining agreement from key stakeholders that the proposed plan is acceptable.

Client: Anyone whose interests are served by an organization, or who receives or uses an organization's resources or services. Clients can be internal to an organization, for example one department may be the client of another department, or external to the organization.

Collaboration: To work together sharing ideas and resources, especially in a joint intellectual effort.

Mission A brief, comprehensive statement of purpose of an agency statement or program.

Monitoring Assessing the inputs and activities of a project.

Needs A structured process to determine the needs of a designated assessment survey field, i.e., individuals, an agency, a system, etc.

Objectives Specific and measurable targets for accomplishing goals. (same a smart goals)

Outcomes The long-term end goals that are influenced by the project, but that usually have other influences affecting them as well. Outcomes reflect the actual results achieved, as well as the impact or benefit, of a program.

Outcome Evaluations that look specifically at whether or not the evaluation program achieved its goals and had its intended effect. What were the "outcomes" of this program? An outcome or impact evaluation measures the final results of a program or initiative.

Output: A type of performance measure that focuses on the level of activity in a particular program.

Partnership refers to two or more individuals or organizations working together to achieve a shared aim.

Performance Tools or information used to measure results and ensure measures accountability.

Priority (strategic) The generic term sometimes used to refer to a major activity that should be undertaken as a result of the strategic analysis, (S.W.O.T.) (also called focus area).

Qualitative Qualitative research is conducted in a more interpretive and research contextual fashion and goes beyond the "facts and figures" gathered by objective measures. Qualitative research attempts to measure the complexity of a given topic and often involves narrative responses to questions, rather than categorical responses.

Quantitative: Quantitative studies rely upon statistics and measures that research can be expressed numerically. In order to make valid inferences from quantitative research, certain rules need to be followed in terms of the research design and sampling methods.

Questionnaire: Written documents that contain a series of questions that are answered by respondents. Typically some form of objective response is required, such as "true-false" or numerical scales (for example, "1 to 5" rankings).

Short-Term Objectives: Usually one year objectives sometimes known as Annual Objectives. They often coincide with Long-Term Objectives; they usually indicate the speed at which management wants the organization to progress.
Staff Partnership - Describes the process of engaging staff and their representatives at all levels in the early stages of the decision-making process. This enables improved and informed decision making, through achieving and maintaining a positive and stable employee relations culture and gaining commitment, ownership and consensus to decisions through joint problem solving. The emphasis is therefore placed on working collaboratively at all levels and becoming an exemplary employer, both to the benefit of staff but also to the benefit of clients receiving services.

Strategic planning Process undertaken by an organization to clarify its overall organizational purpose, priorities to work toward that purpose and how each priority will be addressed. There are numerous models of strategic planning that can be used, depending on the culture of the organization and purpose of the planning.

Strategic thinking (in strategic planning) Strategic thinking is considering the external and internal environments of an organization, and how the organization should position itself to thrive well into the future. It considers, for example: What might happen? What might we do in each situation? Which is our best course of action? How might we pursue that course? How will we know if we are being successful?

Strategy A major approach to achieve strategic goal(s) or address strategic issue(s). For example, a strategy might be a major approach that uses the internal strengths of an organization to take advantage of external opportunities, while shoring up internal weaknesses to ward off external threats. Strategies are usually long-term in nature.

S.W.O.T. (Strengths of your agency, Weaknesses of your agency. Opportunities of your agency – Threats to your agency)

Tactic A tactic is a series of activities, usually short-term and small in scale, intended to achieve some accomplishment, for example, a goal or objective). This is compared to a strategy, which is a series of activities, usually long-term and large in scale, intended to address a strategic goal or strategic issue.

Harris County Protective Services
for Children and Adults

HCPS STRATEGIC PLAN WORKGROUPS
APPENDIX
GOAL 1: To strengthen organizational culture by becoming an agency that lives by heart.

Name	Contact Information
Champion: Anna M. Bell	Anna.bell@cps.hctx.net 713-394-4063
Co-champion: Emmony Pena	Emmony.pena@cps.hctx.net 713-394-4164
Co-Champion: Marsha Mitchell	Marsha.mitchell@cps.hctx.net 713-394-4065
Board Participants:	
Jerry Levias	jlevias@sbcglobal.net
Lidya Kushner-Osadchey	Lidya@kushneradvisors.com
Ellie Sweeney	Ellie.sweeney46@gmail.com
Pat Rosenberg	patkrosenberg@gmail.com
Staff	
Gerri Sanchez, ADS Div. Administrative Tech	Gerri.sanchez@cps.hctx.net
Debbie Green, CYS Manager	Debbie.green@cps.hctx.net
Rachel Francis, JP Court Wrap	Rachel.francis@cps.hctxnet
Will Walker	Will.walker@cps.hctx.net
J.D. Micheaux	
Brian Baxendale	Brian.baxendale@cps.hctx.net
Tyra Hinton	Tyra.hinton@cps.hctx.net 713-363-2365
Beng Kuan	Beng.kuan@cps.hctx.net 713-394-4377
Paula Wilkes	Paula.wilkes@cps.hctx.net
Bernadette Cashin	Bernadette.Cashin@cps.hctx.net

GOAL 2: To increase community awareness and engagement of HCPS services

Name	Contact Information
Champion: Anna M. Bell	
Co-champion: Beverly Pettway	
Board Participants:	
Frances Dyess Castenada	frances@eecoc.org
Phil Kunetka	pkunetka@aol.com
Terry Morales	Teresa.morales@amegybank.com
Daryl King	DK@theppgllc.com
Sean McPherson	mcpatlaw@aol.com
Sheila Aron	sheila@thethreadalliance.org
Staff: Estella Olguin	Estella.olguin@cps.hctx.net
Sylvia Washington, FABS-Fiscal	Sylvia.washington@cps.hctx.net
Cassion Green, FABS-Operations	Cassion.green@cps.hctx.net
Twila Ross	Twila.ross@cps.hctx.net
Candies Bryant	Candies.bryant@cps.hctx.net
Paulette Davis	Paulette.davis@cps.hctx.net
Laurie Robinson	Laurie.robinson@cps.hctx.net
Barbara Lopez	Barbara.lopez@cps.hctx.net
Kristen Ballard	Kristen.ballard@cps.hctx.net
Claudia Ramos	Claudia.ramos@cps.hctx.net
Nayeli Moyeda	Nayeli.moyeda@cps.hctx.net
Luis Morales	Luis.morales@cps.hctx.net

GOAL 3: To strengthen partnerships and collaborations

Name	Contact Information
Champion: Jeff Alexander	Jeff.alexander@cps.hctx.net Phone:
Co-champion: Claudia Gonzalez	Claudia.gonzalez@cps.hctx.net Phone
Adm. Staff: *Ginger Harper, YSC Administrator*	Ginger.harper@cps.hctx.net
Adm. Staff: Jackie McMillon, Childrens Div. Mgr.	Jackie.mcmillon@cps.hctx.net
Board Participants:	
Patrice McKinney	Patrice.McKinney@LanierLawFirm.com
Janet Stansbury	janetstansbury@gmail.com
Marilyn Demontrond	marilyn@demontrond.com
Sherea McKenzie	Sherea.mckenzie@cp1.hctx.net
Charlene Hunter James	Cjames8514@gmail.com
Staff:	
Manett Butler	Manett.butler@cps.hctx.net
Shenetha Toliver	Shenetha.toliver@cps.hctx.net
Deborah Johnson	Deborah.Johnson@cps.hctx.net
Sandra Lennon	Sandra.lennon@cps.hctx.net
Barbara Lopez	Barbara.lopez@cps.hctx.net
Vangie Alegado	Evangeline.alegado@cps.hctx.net

Harris County Protective Services
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Values Core Committee
APPENDIX

The Core Values Feedback group (via survey) Below:

LaKeisha Hughes
Charlotte Wilkins
Shenetha Toliver
Alfred Nwokobia
Debbie Green
Esteban Mayers
Michele DeCuir
John Michaux
Kristen Ballard
Claudia Gonzalez
Beverly Pettway
Barbara Lopez
Darryl King
Ellie Sweeney
Sheila Aron
Dr. Carmel Dyer
Jerry LeVias
Phil Kunetka
Charlene Hunter James
Irodri2@gmail.com (No name)
Clifton55@att.net (no name)
Monimunoz72@yahoo.com

This group help developed our current core values and continued sharing feedback via email or the employee link on suggestions to help improve our organization in the areas of workplace values, communication and partnerships/collaborations.

Harris County Protective Services
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EMPLOYEE ENGAGEMENT COMMITTEE MEMBER INTERESTS

APPENDIX

December 2016-present

Jessica Harrison (JP Court)	• Safety Committee • Employee Engagement
Dina Pierson-Johnson (JP Court)	• Staff Development Committee
Tarriell Horton (Guardianship)	• Record Review Committee • Events Committee • HR Committee
Shenetha Toliver (JP Court Liaison)	• Events Committee • Outcomes/Data
Rachel Francis (JP Court Wraparound)	• Social Media Committee • Social Events Committee
Judi Herold (CYS)	• Client Services Committee • Record Review Committee • Staff Development Committee • PQI Leadership Team • 50th Anniversary
Breanna Haile (HAY-PAL)	• Events Committee • Incident Review Committee • 50th Year Anniversary
Patty Burr (CYS)	• Client Services Committee • Record Review Committee
Dina Johnson (JP Court Liaison)- New	• Employee Engagement/Events • Case Record Reviews
Candies Bryant (Parent-Teen)- New	• Employee Engagement/Events
Yvette Tibbs (Financial)	• Employee Engagement
Lydia Zamora (IT)	• Employee Engagement
Tammy Foster (Shelter)	• Staff Development Committee • Events Committee
Lequita Hamm (CYS)	• PQI Leadership Team/as needed
Laiwah Robinson (HR)- New	• Employee engagement/events

885-CHILDREN'S ASSESSMENT

Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	3.8%
		FY 20 Adopted Budget Per Capita (Harris County):	$1.36

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$5,300,000	$5,575,000	$5,741,000	$5,850,000	$5,938,000	$6,385,000
Final Adjusted	$5,868,312	$7,052,174	$7,599,115	$7,838,357	$8,784,858	$9,391,174
Rollover Received	$557,938	$1,148,841	$1,123,082	$1,258,367	$1,316,497	$1,388,228
Rollover % of Adopted	11%	21%	20%	22%	22%	22%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$3,628,831	$4,001,695	$4,619,160	$4,922,303	$5,671,914	$4,850,714
Non-Labor/Transfers	$1,070,736	$1,897,025	$1,689,413	$1,582,170	$1,701,015	$1,028,235
Actual Spent	$4,699,566	$5,898,720	$6,308,573	$6,504,474	$7,372,928	$5,878,950

Adopted Budgets & Expenditures

Annual Rollover
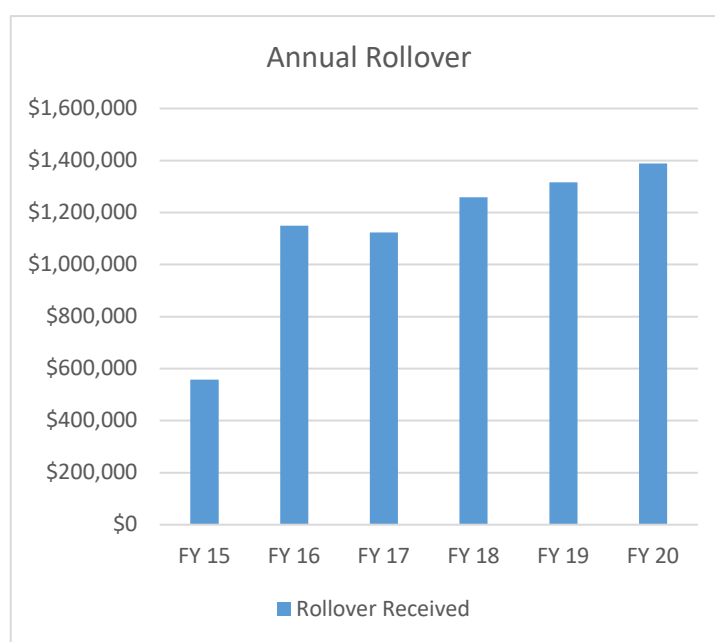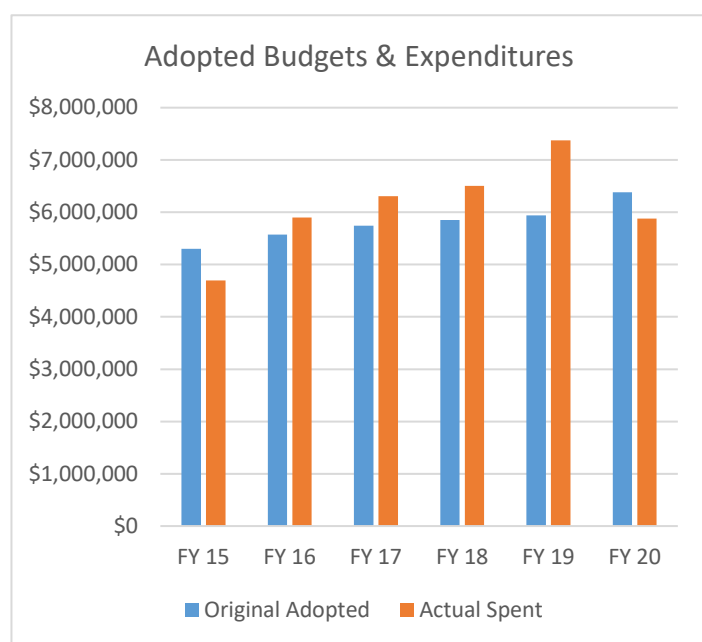
FY20 Rollover as a % of FY20 Adopted Budget: 21.7%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**0**	**$128,613**	**$175,940**
2220-FAMILY PROTECTION	0	$128,613	$175,940

PERSONNEL SUMMARY FOR CHILDREN'S ASSESSMENT CENTER

All Department Funds
as of November 2019
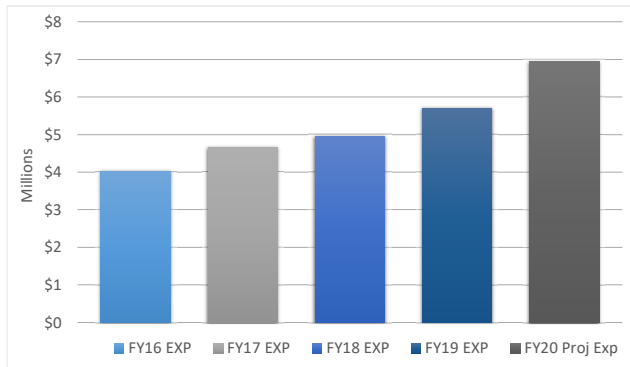
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Legend: Filled, Vacant
2015, 2016, 2017, 2018, 2019, Current
Compared at MARCH of each year. Current = NOVEMBER 2019
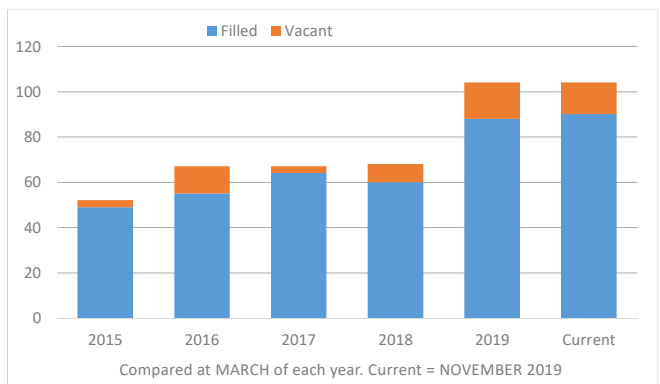
Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	55	5.9%	5.9%
Sept 2017	36	9.8%	4.8%
Sept 2016	27	15.1%	4.8%
Sept 2015	17	21.4%	5.0%
Sept 2014	16	33.1%	5.9%

	Filled	Vacant	Total
R32+	86	11	97
Part	4	3	7
Temp	0	0	0
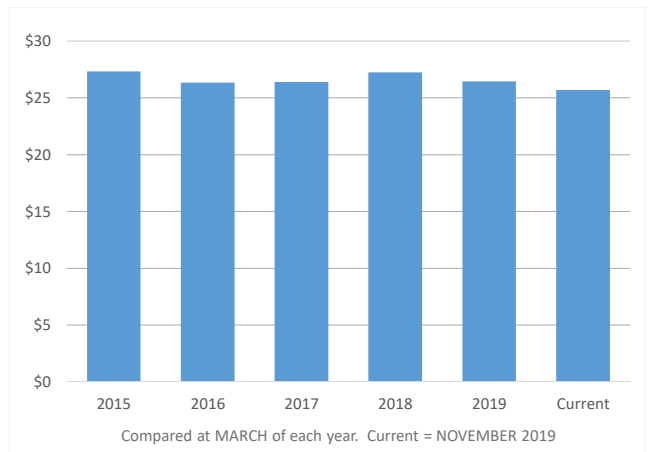
Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years
10%, 6%, 5%, 6%, 73%

Dept. Average Hourly Base Pay Rate

2015, 2016, 2017, 2018, 2019, Current
Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs
3%, 12%, 1%, 20%, 64%

Number of Employees by Age

<25, 26-35, 36-45, 46-55, 56-65, >65
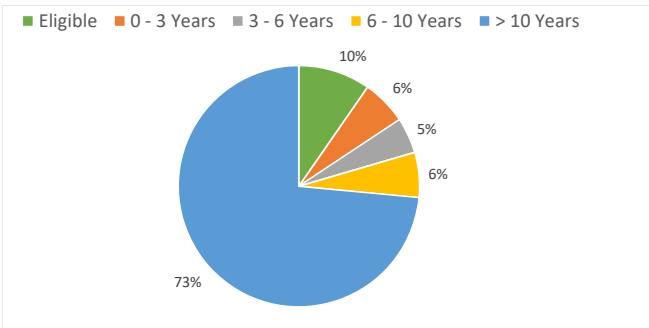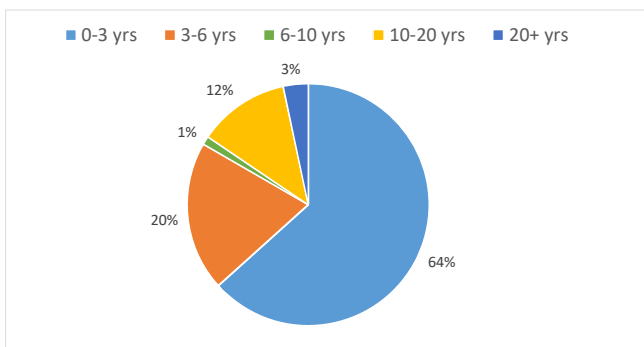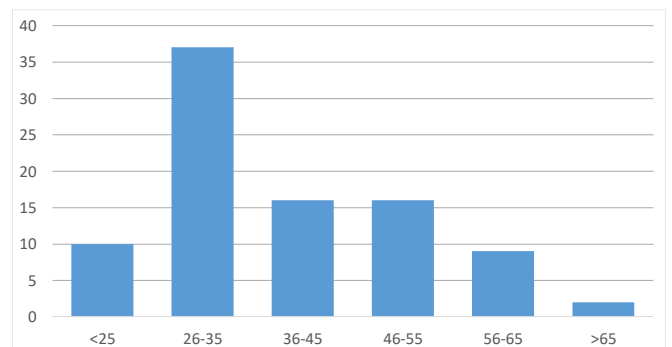
Department-Provided Information

The Children's Assessment Center – Organizational Chart November 2019

Harris County Commissioners Court

The CAC Foundation Board

Partner Council

Elaine Stolte
Executive Director

Verenice Mayoral
Executive Assistant

Kathy Wells
Program Director

Coordinating Council / Best Practices Working Group / Partner Agency Relations

Kerry McCracken
Assistant Executive Director

Betsey Runge
Chief Financial Officer

FORENSIC SERVICES
Lisa Bourgoyne
Director of Forensic Services

THERAPY AND PSYCHOLOGICAL SERVICES
Claudia Mustafa
Clinical Director

EXTERNAL AFFAIRS / LEGAL
Bill Henderson
Deputy Assistant Director

COMMUNICATIONS & OUTREACH
Sarah Hernandez
Communications and Outreach Coordinator

FINANCE
Barbara Biemer
Controller

MULTIDISCIPLINARY TEAM ENHANCEMENT PROGRAM (MDT)
Lisa Stephens
Manager, MDT

MEDICAL SERVICES – BAYLOR COLLEGE OF MEDICINE
Dr. Reena Isaac
Director of Medical Clinic Services

TRAINING
Karen Kennard
Training Manager

TECHNICAL SERVICES
Bernard Chang
Technical Services Manager

HUMAN RESOURCES
Dorota Jankovsky
HR Coordinator

ACTIVITY CENTER
Danielle Igbani
Supervisor of Children's Services

DEVELOPMENT
Amber Waska
Development Manager

VOLUNTEER SERVICES
Open
Volunteer Coordinator

FACILITIES
Luis Padilla
Facilities & Property Manager

OUTCOME MEASURES/RESEARCH
Janice Colburn
Outcome Measures Coordinator

HARRIS COUNTY YOUTH COLLECTIVE
Kelly Opot
Executive Director

Form #1: Department Mission and Metrics

Children's Assessment Center - 885

A) Department Purpose/Mission

The mission of The Children's Assessment Center ("CAC") is to provide a professional, compassionate and coordinated approach to the treatment of sexually abused children and their families and to serve as an advocate for all children in our community.

B) Discuss your department's accomplishments in the last year.

See document of "Accomplishments" uploaded to BudgetAllocation@webHC.hctx.net.

C) Discuss actions taken to drive efficiency and productivity in your department.

In the past year the CAC implemented the following items to drive efficiencies –

1. Created a Special Intake Processing group to process referrals and schedule CAC services. This frees up higher cost positions to perform programmatic services and shifts administrative tasks to lower cost staff.
2. Increased caseloads for Therapy & Psychological services professional staff. This was made possible with the shift in #1 above.

D) Describe any new responsibilities your department assumed this year.

1. Legislative and policy changes have revised the workload and flow of cases at advocacy centers, statewide. Beginning in 2015, Senate Bill 1, required statewide intakes to be provided to all advocacy centers in a graduated manner, by law enforcement jurisdiction. Senate Bill 1806 (effective 9/1/17), expanded the function of advocacy centers, requiring a multidisciplinary team approach to the case review and follow up, when received from a professional reporter. To fulfill this mandate, The CAC expanded staffing and hours to include Saturdays. During 2019, a Texas Health and Human Services ruling changed the incremental increase of statewide intakes to all; therefore, in FY 2020, The CAC received statewide intakes for all 32 law enforcement jurisdictions in Harris County. Statistics are noted in Section F.
2. The CAC added Juvenile Probation as a partner agency therefore continuing to expand case coordination for dual status youth (youth in foster care and entering the juvenile detention system). While Harris County Protective Services for Children and Adults, Texas Department of Family and Protective

Services and Juvenile Probation perform the underlying functions, the oversight of the systemic changes is handled by The CAC under its MOU with Harris County Youth Collective (HCYC), funded by Houston Endowment and Simmons Foundation grants. The goal of HCYC is to find alternatives to incarceration for youth in foster care who have entered the juvenile justice system.

3. The CAC expanded its work with Human Trafficking victims, revising case review and protocols (in conjunction with the Governor's office). We also expanded services to include a faith-based community mentoring program, which utilizes a private network to help support victims of crime.

4. The CAC expanded our "Building Appropriate Sexual Education" (BASE) program in conjunction with the HC District Attorney's office. This program is a prosecution diversion program for 11-13 year old youth with sexual behavior problems. It provides therapy and psychological services in support of alternatives to prosecution.

5. Legislation in the most recent session is expected to expand training functions for school districts, school board members and law enforcement agencies. This impact will continue to be reviewed and monitored.

E) Specify any costs your department incurred this or last year that you won't have next year.

All Harris County costs will continue at an equal or higher level. The CAC Foundation completed the capital expansion of the building in FY 2018 ($33M), and a space buildout for Texas Department of Family and Protective Services in FY 2019 ($335k), which will not be replicated.

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

The CAC provides statistical information associated with funding from a variety of governmental and private entities. The numbers reported through the CAC's of Texas client tracking system are as follows:

Metric	FY 2019	Projected FY 2020
Statewide intakes received, prioritized and coordinated	5,999	11,897

Multidisciplinary staffing of statewide intakes	N/A	1,726
Forensic interviews	4,274	4,264
Medical services provided	1,206	1,124
Therapy and psychological services - children	6,155	6,718
Therapy and psychological services – adults	3,775	4,006
Activity Center visits	7,151	8,075
Training provided	616	629
Individuals trained	14,628	18,456

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

National Children's Alliance manages an Outcome Measures Study (OMS) for advocacy centers throughout the nation. In FY 2020, The CAC began active engagement of clients in the study. Initial results reflect that 96% of the caregivers of CAC's clients would recommend the CAC to others who may be facing the same situation. (Specific client responses are included in the "Accomplishments" document.)

The CAC maintains compliance with the Texas Family Code and operational compliance is monitored by CAC's of Texas. The CAC also attains accreditation from the National Children's Alliance. The CAC complies with the strict standards of these entities as noted through intermittent monitoring as well as the quarterly reporting process. (A copy of the NCA Accreditation Standards is attached.)

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 885 - Children's Assessment Center

FY19/20 General Fund Adopted Budget:	$6,385,000
Rollover Budget Received in FY19/20:	$1,388,228

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Medical - The CAC contracts** with Baylor College of Medicine and Texas Children's Hospital to provide on-site sexual assault exams utilizing state-of-the-art, non-invasive equipment. Medical professionals provide expert testimony, MDT case review and public health oversight for the medical clinic.	$936,804	N/A					
2	Multidisciplinary Enhancement Program / Intake - Receives statewide intake reports, determines if the case meets CAC criteria, evaluates the process needed, and begins case coordination through scheduling of services. Also perform case review to provide continuation of needed services.	$944,985	18					
3	Forensic Services - Conducts high quality forensic interviews and evaluations using forensically sound methods and techniques and provides support to the non-offending caregiver during the investigative process.	$1,939,103	25.5					
4	Therapy & Psychological (T&P) Services - Upon referral, a unique treatment plan is designed for each child. T&P professional staff provide crisis intervention, psychological evaluations, group, family and individual therapy for child victims and non-offending caregivers. T&P also contracts** with University of Texas to provide psychiatric assessments and ongoing medication management.	$1,625,610	22.9					
5	Activity Center - Provides a safe, nurturing place to play and interact with peers before and after services. Each year, the Activity Center hosts several child-centered activities for the child victims. In FY 20, the Activity Center expanded hours to accommodate more children.	$240,823	5					
6	Training - Staff provide presentations to the community on issues related to child sexual abuse. The training staff also obtain resources to maintain excellence and licensure requirements in the field of child sexual abuse and its treatment for CAC staff, partners and external professionals working in the field.	$281,488	7.5					
7	External Affairs - Maintains Multidisciplinary Team Working Protocols with 54 Partner Agencies and all relationships with external stakeholders. Manages community engagement, including media relations and volunteer coordination. Provides legal support for subpoenas, testimony and agreements.	$480,530	5					
8	Administration - Administrative support for Harris County Children's Assessment Center.	$839,422	7					
9	Facilities - All support services for maintaining the CAC property - 140,000 sf building and 6 story parking garage.	$709,101	3					

Department: | **885 - Children's Assessment Center**

FY19/20 General Fund Adopted Budget:	$6,385,000
Rollover Budget Received in FY19/20:	$1,388,228

10	IT - Provides the technology services for CAC staff and provides the integration of technology for The CAC's co-housed partner agencies, including Houston Police Dept, HC Sheriff's Office, HC District Attorney, HC Attorney, Office of the Governor, Texas Dept of Family and Protective Services, Texas Center for Missing, Houston Metro Internet Crimes Against Children, Pasadena Police Dept, LaPorte Police Dept, Child Advocates and Houston Area Women's Center - Children's Court Svcs.	$328,466	2					
11	Fundraising - Provides fundraising activities (grant writing, event coordination, individual appeals) to raise funds which directly support Harris County Children's Assessment Center.	$355,446	5					

Department-Estimated Totals	**$8,681,778**	**100.85**	**0**	**$0**	**0.0%**

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

** Staffing associated with contract costs are not included in "Existing FTE's" column.

FY 2020 Program Accomplishments

1. Program Services for Children and Families

The following figures are based on total numbers of children and adults served, as well as services provided from March 1, 2019 to September 30, 2019 which have been projected to the fiscal year end on February 29, 2020.

CLIENT SERVICES BY DEPARTMENT
***NOTE: MANY CLIENTS RECEIVE SERVICES FROM MULTIPLE DEPARTMENTS**

Therapy & Psych 60%

Forensic Interviews 24%

MDT 10%
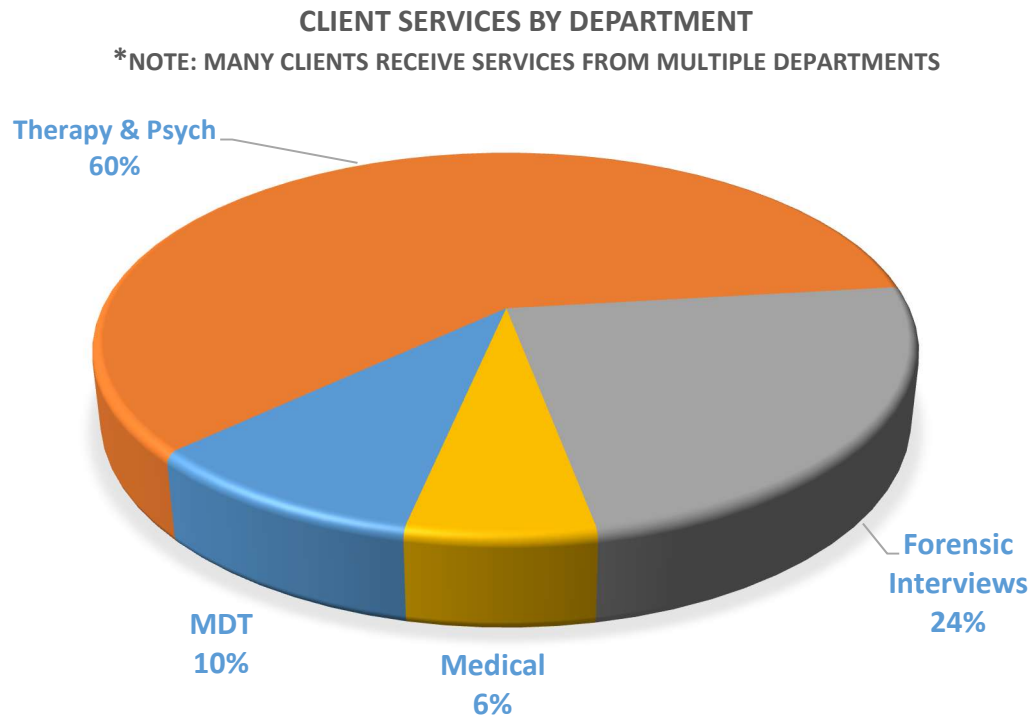
Medical 6%

Multidisciplinary Team Enhancement Program: 1,726

Therapy and Psychological Services: 10,724

Forensic Interview Services: 4,264

Medical Services: 1,124

Statewide Intakes Received: 11,897

The Children's Assessment Center

Demographic Breakdown

TOTAL CLIENTS BY GENDER

Female 73%

Male 27%
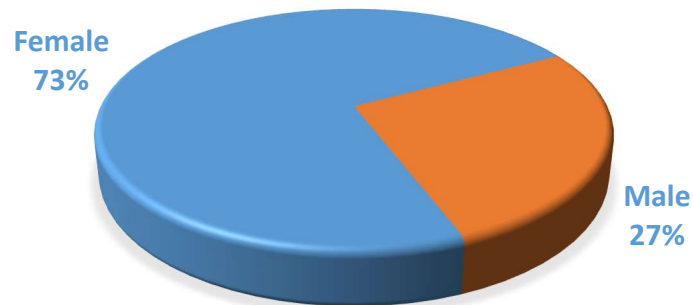
TOTAL CLIENTS BY ETHNICITY

Hispanic 54%

Black 25%

White 16%

Multi-Racial 2%

Other 3%

Legend:
- Other
- Hispanic
- Black
- White
- Multi-Racial
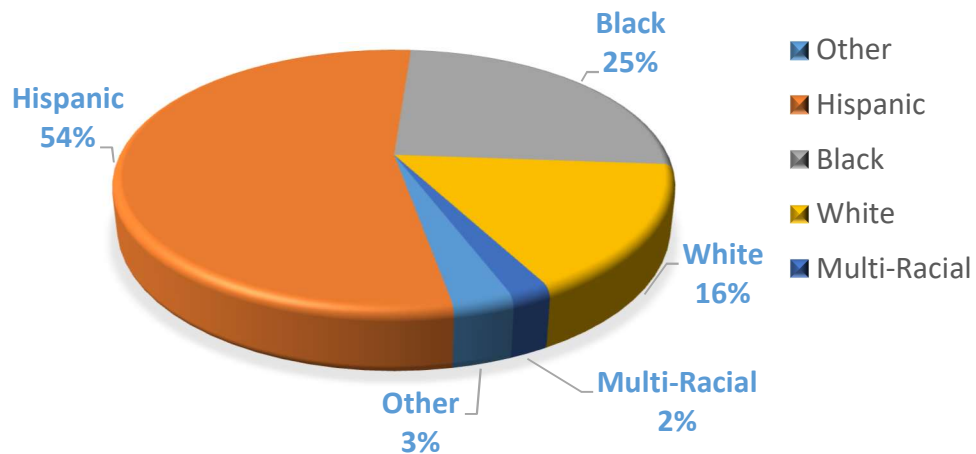
TOTAL CLIENTS BY AGE GROUP

Age 6-12 46%

Age 13-17 35%

Age 0-5 18%

Age 18+ 1%

Legend:
- Age 0-5
- Age 6-12
- Age 13-17
- Age 18+
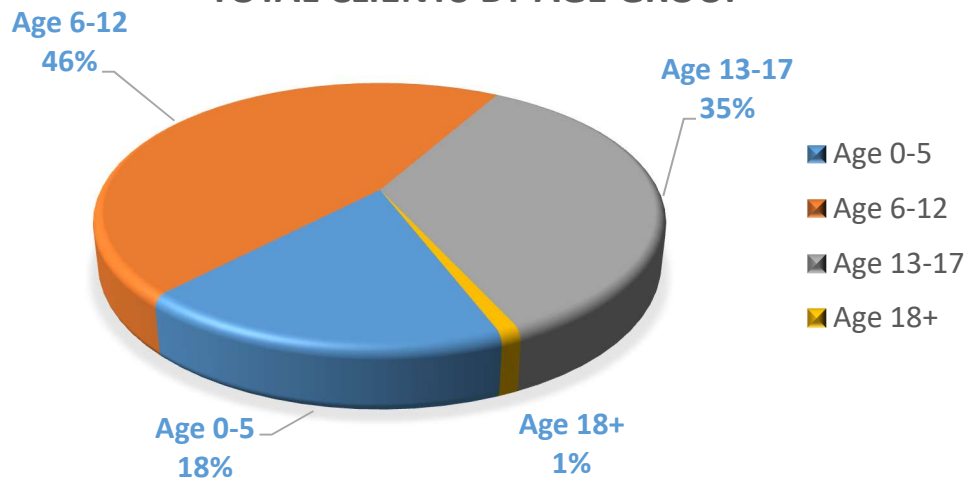
Total Number of Children Served

Number of children who received forensic interviews: 4,264

Number of children who received medical services: 1,124

Number of psychological/therapy services provided to children: 6,718

Number of psychological/therapy services provided to adults: 4,006

Training and Education

Number of attendees (CAC staff, law enforcement, community, etc.): 18,000+

Number of trainings: 629

Activity Center Visits

Number of children visiting center: 8,075

Number of volunteers: 123

2. 10 Year Award for Charity Navigator 4-Star Rating, Indicating Top 2% of Nonprofit Evaluations

On September 3, 2019 The CAC was awarded Charity Navigator's 4-star rating for the 10th year in a row, a distinction only 2% of the charities evaluated receive. Charity Navigator bases their evaluation on the organization's performance, financial health, accountability, and transparency. This rating promotes donor confidence and lasting support.

3. CAC Forensic Services Division serves over 4,000 children and their families

Children who have made an outcry of sexual abuse or have witnessed a crime or other violent act receive forensic services at The CAC. The primary aim of forensic services is to aid in ensuring the safety of the individual child as well as other children in the community. Forensic services take place in a safe and child-friendly environment.

2,698
Families Served

4,264
Children Served

CAC's ongoing commitment to best practices for interviewing children and serving non-offending caregivers results in CAC hosting highly sought-after advanced professional development opportunities:

- Child Sex Trafficking Forensic Interview Training, Fox Valley Technical College (May)
- Working with Polyvictims and Families in a CAC Setting
- Advanced Forensic Interviewing: Children with Intellectual Disabilities (July)
- Advanced Skills for Family Advocates: Crisis Intervention and Working with Disengaged or Disbelieving Caregivers (July)
- A Meaningful Dialogue on the Ethical Challenges in Clinical Practice (August)
- Motivational Interviewing for Victim Advocates (September)
- Single Session Counseling (September)
- Additional CEUs: Interviewing Children with Disabilities, Psychopharmacology, Updates on NICHD Protocol, Gang Sex Trafficking, Boys: Forgotten Sex Trafficking Victims, Technology Related Crimes Against Children, Mind of a Perpetrator

4. Houston Regional Child Sex Trafficking (CST) MDT Collaborative yields a projected 69% increase in Forensic Interviewing services since launching in 2017, up from 64 youth served in 2017 to 108 in 2019

The CAC collaborated with the Office of the Governor's Child Sex Trafficking Team to enhance The CAC MDT role in child sex trafficking responses. In addition to increasing specialized forensic interviews and advocacy services in 2019, CST clients continue to benefit from collaborative efforts of the MDT, enhanced protocols to ensure safety and well-being, and Hope's Closet, which provides clothing, toiletries, blankets and comfort items to clients.

CST Cases: 2016 - 2019

Year	CAC Forensic Interviews
2016	25
2017	64
2018	88
2019	108
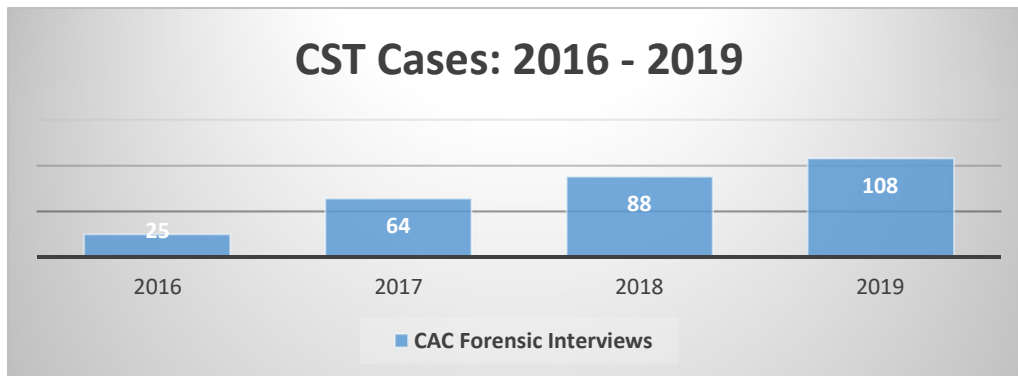
5. The BASE Program

In conjunction with the HCDAO, the BASE (Building Appropriate Sexual Education) Program continues to provide mental health services to youth with reactive sexual behaviors. To date, six youth have successfully completed the program and have had their court cases diverted. An important component of the program is the parent involvement. This program focuses on the family system as an important source of support for BASE youth. The CAC BASE program is one of the few juvenile diversion programs of its kind in the country.

6. Professional Trainings Conducted by CAC Training

In 2019, The CAC provided 629 trainings to 18,456 people, this is compared to 563 trainings in 2018. This reflects an 11% increase in the total number of trainings offered from 2018.

CAC Training Center Usage

Training Center has received the following request for space:

	2018	2019
Meetings	757	540
Trainings	229	357
Other	42	38
Attendees	15,000	18,456
AV Needed	494	436

The CAC Training Center has provided space to partner agencies, Harris County, and community partners including:

1) Harris County District Attorney's Office
2) Harris County Attorney's Office
3) Harris County Juvenile Probation
4) Harris County Sherriff's Office
5) Houston Police Department
6) Harris County Youth Collective Dual Status
7) National Charity League
8) Texas Department of Family and Protective Services – Child Protective Services
9) Child Fatality Review Team
10) Harris County Retirement

11) Houston ISD Graduation Support Meeting
12) Harris County Institute of Forensic Services, Infant Death Investigation
13) Children's Advocacy Centers of Texas
14) National Children's Advocacy Center
15) Texas Center for the Missing
16) Harris County Community Supervision and Corrections Department
17) Houston Area Women's Center (HAWC)
18) Consortium of Houston Area
19) Internet Crimes Against Children (ICAC)
20) UH Graduate School of Social Work
21) FBI Citizens Academy
22) Harris County Public Health and Environmental Services
23) Texas Children's Hospital
24) Houston Citizens Police Academy
25) Harris County Juvenile Information Sharing Committee
26) Communities in Schools (CIS)

CAC Professional Development Training

a. CACTX Regional Statewide Intake MDT Coordination Staff Networking Forum
b. CACTX - Advanced Forensic Interviewing of Individuals with Intellectual and Developmental Disabilities(IDD)(2 Day)
c. CACTX Leadership Challenge
d. CACTX Advanced Skills for Family Advocates: Crisis Intervention and Working with Disengaged or Disbelieving Caregivers(2Day)
e. CACTX: Collaborate Training
f. CAC TX CACTX Site Visit
g. NCAC Building Facilitation and Training Skills (3 Day)

Partner Agency Professional Development Training
a. Responding to an Unexplained Child Death Training by Jim Sears.
The Children's Assessment Center (CAC) and National Criminal Justice Training Center (NCJTC) /Fox Valley Technical College will host a 1-Day Missing and Exploited Children (MEC) Training Center Course for law enforcement officers
b. Following the Evidence in Child Exploitation Cases by Pauline Renick and Julia Jurena. The Children's Assessment Center (CAC) and National Criminal Justice Training Center (NCJTC) /Fox Valley Technical College will host a 2-Day Course for law enforcement officers.
c. Reid- Combined Interview and Interrogation 2 Day Workshop
d. SHIFT Wellness Psycho Educational Program - Houston, TX The Innocent Justice Foundation
e. Defeating Encryption through Open Source Intelligence and Open Source Tools for ICAC by Nicholas Masters
f. The CAC was the site for the Missing in Harris County Day event hosted by Texas Center for the Missing. The event will be held again April 25, 2020 from 10am-3pm at The CAC.

D2L for Partners and Schools:
Harris County Pct 1 officers and staff received training on **Stewards of Children – Darkness to Light series:** 7/12, 15, 24, and 28

Mandatory Child Abuse Reporting and Training in TX Schools series-9/24, 10/1, 10/8, and 10/18 in response to new legislation from HB 403 requiring training for School Board Members and Superintendents

7. **Harris County Rides Program Expanded**

In coordination with Harris County Community Services, The CAC expanded client access to services provided by Harris County RIDES program. This program is jointly covered by a Harris County Community Services grant and a Victims of Crime Act grant, reducing Harris County's general fund expenses while expanding services to the community.

Several hundred trips were provided, servicing 48 families in total, with 22 families receiving transportation on a weekly basis. This program ensures that families who lack access to transportation can receive mental health services to help them heal from the trauma of child sexual abuse.

8. **HOPE (Helping Other Pursue Empowerment) Mentorship Pilot Program Begins**

This year, in conjunction with St. Martin's Episcopal Church, The CAC launched the Helping Others Pursue Empowerment (HOPE) Program which will focus on providing a unique opportunity for clients who have experienced exploitation to be partnered with a mentor from the St. Martin's fellowship with the focus of empowering youth. The goal of the program is to develop relationships with sex trafficking survivors and at-risk youth who are involved with The Children's Assessment Center and to promote healthy decision-making and relationships as well as support important academic and life skills.

St. Martin and the CAC HOPE Mentor Program is schedule to begin in the spring of 2020. Members of St. Martin Church will serve as mentors to CAC clients who are child sexual exploitation survivors or at risk of child sexual exploitation for a year as part of a pilot program between The CAC and ST. Martin to look at outcome measures.

9. **Family Advocacy Program in Forensic Services Increases Direct Services to Caregivers and the Community by 10%, serving 2,698 families in 2019**

The CAC Family Advocates provided services to **2,698** parents and guardians of children who participated in forensic interviews. In addition, Family Advocates served **364** community members (walk-ins and community calls). Services include crisis intervention, supportive counseling, suicide assessments, and resource linkage for ongoing therapeutic services. The team consists of only eight licensed social workers and counselors, all of whom work diligently to meet the needs of families we serve so that they are better able to support their children.

Notes from parents:

"I loved how sweet and considerate the advocate was ... She showed compassion about all we were going through, as well as how I felt as a parent. She was very helpful."

"I believe my Advocate showed amazing empathy and kindness to my family. She helped us see there are resources to help us and that we do not have to go through this alone."

"Everyone was very kind, patient, and thorough. We felt safe and comforted."

"I appreciated the time, attention and smiles of encouragement given by the advocate."

"The advocate gave me the opportunity to talk and express my emotions as a mother. This situation isn't easy and it's exactly what I needed to talk about it."

"The family advocate I spoke with was very informative and helpful. She was kind, took her time, and made me feel comfortable."

10. **HPD convened a project team of community partners including The CAC, Houston Area Women's Center, Mental Health America of Greater Houston, the NAACP, and United We Dream to implement the initial assessment phase of the Collective Healing project**

The International Association of Chiefs of Police (IACP) chose Houston as one of five cities to participate in the Collective Healing demonstration project. The project aims to make HPD a more victim-centered, trauma-informed department while working to enhance services for crime victims, address officer wellbeing, and promote trust between the department and community. HPD convened a project team of community partners including The CAC that began meeting biweekly to direct and implement the initial assessment phase of the project. The assessment included focus groups with numerous stakeholders that have historically been least trusting of the police including crime victims, immigrants, the African American community, and the LGBTQ community. HPD also deployed a series of surveys to gather employee opinions on victims' services, officer wellbeing, and trauma-informed protocols. Houston's project team participated in three all sites meetings coordinated by IACP and OVC in Virginia, Orlando and Minneapolis. Additionally, IACP conducted three site visits in Houston, bringing contracted technical experts to Houston to help with local efforts.

11. **Netsmartz Internet Safety Program Expanded**

The University of Houston Downtown (UHD) and The Children's Assessment Center will partner in providing the Netsmartz internet safety program in afterschool programs all across Houston. The program will be presented to children in the 3rd, 4th and 5th grades. UH students will be trained to use the Netsmartz training by Texas Center for the Missing in the Netsmartz along with CAC Training staff members. Outcome measures will be evaluated afterwards.

12. **Shared Measurement System, the Outcome Measure Survey, reaches more caregivers during initial visits to The CAC**

Forensic Services committed to using data to identify areas of success, as well as gaps in services, in order to improve services and facilitate healing for children and their families. In January of 2019, Family Advocates began distributing an electronic version of the **Initial Visit Caregiver Survey** in the waiting room after the initial visit. During this 9-month period, caregivers completed **274 surveys**.

According to the Outcome Measurement System

- **90%** of caregivers *agreed* their child felt safe at The CAC.

- **92%** of caregivers *strongly agreed* they were informed about services provided by The CAC.

- **94%** of caregivers *strongly agreed* the process of the interview of their child was clearly explained.

- **94%** of caregivers *strongly agreed* CAC staff provided resources to support their child and respond to his or her needs in the days and weeks ahead.

- **96%** of caregivers *strongly agreed* CAC staff members were friendly and pleasant.

13. **The CAC Cultural Competency Committee**

In compliance with the National Children's Alliance (NCA) Accreditation Standards, The CAC has created a Cultural Competency Committee. The committee is made of up members throughout the organization that reflect and represent The CAC staff. According to the NCA Standards "The CAC promotes policies, practices and procedures that are culturally competent. Cultural competency is defined as the capacity to function in more than one culture, requiring the ability to appreciate, understand and interact with members of diverse populations within the local community.

The CAC Cultural Competency Committee members have presented information to their departments on a monthly basis to raise awareness for staff and clients. Throughout The CAC, digital information systems highlight multi-cultural facts and events.

14. **Children's Services Volunteers & Interns**

Children's Services is extremely delighted to recognize the many organizations and individuals who have stepped up to become involved in helping to support our efforts throughout the year. Volunteers from many local colleges, churches, corporations, dedicated individuals, have given their skills and time to The CAC. Volunteers are not only working in the Activity Center, donating goodies and clothes, but are also helping within many other departments, on special projects and numerous events throughout the year. Thanks to the faithful, dedicated support from these generous people and others, we have been able to not only provide exemplary care to our daily clients in the Activity Center but also host numerous parties as well as special activities.

123 Activity Center Volunteers
Volunteers have contributed over **3122** hours of service to date

Volunteer Organizations Include:

- Arnold Ventures
- Astros Foundation
- Baylor College of Medicine
- Bikers Against Child Abuse
- Children at Risk/ACTX
- Greater Houston Church
- Greater Houston Dental Society
- Holman Street Baptist Church
- National Charity League – Heart of Texas Chapter
- Nothing Bundt Cakes
- Prairie View A&M University Nursing Students
- Swan Energy
- University of Houston Psi Chi Organization

Children's Services / Special Events

This year the Activity Center has been able to provide an abundant amount of new experiences, fun parties, and special events for our children thanks to the staff, generous sponsors and caring volunteers. Children decorated springtime flowerpots, received Easter baskets, and even built their very own stuffed animals to take home. We have given away birthday and graduation gifts and hosted the Holiday Party, Annual Back to School Party, and Halloween Festivities.

Birthday Celebration / Therapy Graduation

- 47+ Birthday & Therapy Graduation Gifts

This year Activity Center staff has continued to provide birthday gifts as well as therapy graduation gifts to therapy clients. In efforts to help support these children through their climb back to some normalcy, we have been working diligently to receive donations of toys, makeup, gift cards, and more to be able to provide gifts for special occasions. Activity Center staff worked closely with clinicians to provide cake and birthday bags to make sure their day is special.

Overnight Bags/Clothing

- 84+ Children served

Duffle bags filled with clothing and toiletries have been provided to all children in need. The Activity Center staff is sure to include all of the essential items needed to feel comforted and safe. Each bag is specifically tailored to fit the needs of the individual child.

Summer Fun Events

- 1,856 children served, 41 volunteers

Over the summer months (May-July) Activity Center children and staff were able to experience many new things. We introduced a fun "Summer in Space" theme. Also, thanks to a very special donation, children were able to build and name their very own stuffed animals.

Back to School Events

- 900+ children served, 150+ volunteers

To kick off the 2019 school year, on Saturday, August 3rd, we held our Annual Back to School Party sponsored this year by Arnold Ventures. Our Carnival was held offsite with plenty of room for kids to run around and visit the different tents and attractions. Families enjoyed a petting zoo and pony rides, face painting, fun games and prizes, an ice cream booth with all of the fixings, a carnival cutout and photo booth, an inflatable slide, a dunk tank, free haircuts, a juggler, food and snacks, and much more. Children and adults alike truly had a memorable experience. At the conclusion of the party, each child was able to take home a goody bag filled with treats, prizes they had won, and pictures they'd taken, and free family passes to the Children's Museum of Houston.

Our donors include:

- Arnold Ventures (Main Underwriter)
- ConocoPhillips
- UBS Financial
- HEB
- Nothing Bundt Cakes
- USPS
- Jaelene Luna
- Gina Mayorga
- John Nehez
- Baylor Pediatric Student Association
- Children's Museum of Houston
- BACA
- Children at Risk

15. **S-A-Y-E Human Trafficking Prevention Program Continues**

The Standing for and Achieving Youth Empowerment Program (SAYE) represents a unique partnership between The CAC and HCPS Kinder Shelter. The program is still going strong. So far 57 teenage girls have completed the Human Trafficking Prevention Curriculum. The clinical team affiliated with SAYE is currently developing a Human Trafficking Prevention Curriculum for teenage boys.

16. **The CAC promotes self-care and employee well-being by providing access to training on vicarious trauma, techniques for building resiliency, and supervisory strategies that address the impact of vicarious trauma**

In addition to trainings like Evidence-based Self-Care and Stress Management Techniques, The CAC strives to reduce employee burnout and improve employee retention by implementing practices that identify and mitigate against factors that negatively influence staff well-being and quality of services. CAC Staff benefit from weekly individual and group supervision with licensed supervisors, regularly attend trainings, and have opportunities to enhance skills and develop programmatic services. In addition, we make special efforts to check in regularly with staff, to focus on The CAC mission, and to acknowledge and celebrate professional and personal milestones. Examples include The Giving Plate, Superstar Award, Staff Appreciation Week, Administrative Professionals Appreciation, 4th of July Patriotic Breakfast, International Self-Care Day, International Day of Friendship (celebrated with T&P colleagues), and the affirmations breakfast in remembrance of 9/11. We also recognized culturally relevant holidays, such as Juneteenth, National Hispanic Heritage Month, and National Recovery Month.

17. **Partner Best Practices Collaboration**

   Partner Series Monthly courses:
   - **January**
     - **CPS** – Understanding the CPS Investigation, FBSS, Conservatorship, Their Limits, and What it Means to the MDT
   - **February**
     - **HCDAO –** Child Sexual Abuse Cases – The Challenges They Present to the Prosecution and the Role of the MDT
   - **March**
     - **TCH/Baylor College of Medicine** – What Does the Child Sexual Abuse Exam Mean to Your Investigation? What does it Mean to the MDT?

   - **May**
     - **Harris County Juvenile Probation -** Juvenile Sex Offenders and What Juvenile Probation Offers the MDT
   - **June**
     - **Law Enforcement (HPD, HCSO, PPD) -** Challenges Child Sexual Abuse Presents To the Criminal Case and the Role of the MDT
   - **July**
     - **Memorial Hermann -** Medical Mimics the MDT Should Be Aware Of In Investigations
   - **August**
     - **Houston Metro ICAC** - Internet Crime Cases - What Trends ICAC Is Seeing and What It Means To the MDT
   - **September**
     - **US Attorney's Office** - Federal Role in Child Sexual Abuse Cases and What They Offer To the MDT

- **October**
  <u>**CAC Forensic Services**</u> - It Is More than an Interview and What It Means For the MDT and Victim Advocates in Harris County
- **November**
  <u>**CAC Mental Health Services**</u> - Mental Health of Children in Child Sexual Abuse Cases and What It Could Mean To Your Case
- **November**
  <u>**HC Attorney's Office-**</u> Civil Remedies in a Child Sexual Abuse Case Investigations and the Challenges These Case
  Present In Family Courts

Community Engagement Training

The Children's Assessment Center continues to provide training for the Harris County Community through the Keeping Children Safe Series by presenting:

- Stewards of Children Child Sexual Abuse Prevention training through Darkness to Light to raise awareness of Child Sexual abuse and provide tools to adults to prevent, recognize, react responsibility to and report child sexual abuse. The CAC provided 23 workshops on site and in the community for adults.
- Netsmartz is an internet safety program for children and parents. To date, The CAC has provided 13 workshops for children
- Happy Bear 70 presentations for children
- Boundaries 6 presentations for children
- Prevention of child sexual abuse is a major goal for The CAC in the Harris County community. As of September 30, 2019, The CAC has provided prevention training to:
  - 1154 adults
  - 1748 children
  - 133 Prevention training

Child Abuse Prevention Month

On April 12, 2019, The Children's Assessment Center presented a community workshop entitled Hope in the Face of Adversity- Child Sexual Abuse Prevention workshop attended by 86 members of the community. The guest speakers addressed child sexual abuse prevention included Jenna Quinn, M.S., Child Sexual Abuse Prevention Advocate; Sgt. Joy Nelson, Harris County Sheriff's Office; Ashley Cureno, Ted Talk and local Child Sexual Abuse Prevention Advocate; Dr. Lawrence Thompson, Jr., PhD, Director of Therapy and Psychological Services at The Children's Assessment Center.

18. <u>**The CAC Hosts the 6th Annual MDT Best Practices in Investigations Training during Child Abuse Prevention Month.**</u>

Evidence-based self-care and stress management techniques for frontline staff and leadership was the focus of the MDT Best Practices Training in April. This was a 4-hour training with approximately 80 frontline MDT partners from CPS, law enforcement, the District Attorney's Office and The CAC attended the MDT Best Practices Training in April 2019. The training taught attendees about incorporating mind-body skills to manage symptoms of vicarious trauma due to the collective mission of serving survivors of sexual assault, domestic violence and other violent crimes against children.

The Children's Assessment Center

19. **The CAC maintains 30 Linkage Agreements with community mental health professionals to improve outcomes for children and families served by The CAC**

The CAC sought out community mental health providers who deliver trauma-focused, evidenced-supported mental health treatment and who have completed 40-hour CEUs from specific evidence-based treatment for trauma trainings, in response to accreditation standards established by NCA and CACTX. Additionally, in 2020, mental health providers must demonstrate completion of 8 hours of child abuse and maltreatment training annually. The CAC is committed to providing these trainings to providers at no cost. CAC Family Advocates continue to lead these efforts to ensure best practice measures by making every effort to provide every service to every child.

20. **The CAC Facilities Improve to Foster Collaboration**

The CAC obtained an additional $76,000 from Victims of Crime Act Funding (VOCA) to complete the $322,000 remodel of the third floor space occupied by CPS mobile workers and support staff with no costs absorbed by The CAC.
- Completed buildout for Intake Scheduling group.
- Completed buildout of Outcome Measures client area.

21. **The Dunn Foundation Continues its Support of The CAC's Mental Health Services**

For over 8 years, The Dunn Foundation has been a tireless supporter of the Mental Health Services provided at The CAC. Over the years, The Dunn Foundation's funding has allowed The CAC to increase the number of Therapists providing mental health services to child sexual abuse survivors and their family members. In this manner, The Dunn Foundation has helped countless families to heal. More recently, the need to expand Psychiatric Services arose, and again The Dunn Foundation made the expansion possible. The Therapy and Psychological Services Division of The CAC is currently offering 28 hours of Psychiatric Services to our community each week. The services are provided by an attending psychiatrist and two psychiatric residents from The University of Texas Health System.

2017 NCA Re-Accreditation

The purpose of the 10 standards are to ensure that all children across the U.S. who are served by Children's Advocacy Centers (CACs) receive consistent, evidence-based interventions that help them heal. In addition to serving as the set of standards by which CACs may be accredited as capable of providing consistent and evidence-based healing interventions, the Standards for Accredited Members also perform several secondary functions.

The Standards 1) act as a compass for CACs during leadership transition so that Multidisciplinary Teams (MDTs), Boards, and other stakeholders know how to maintain the course; 2) to serve as a valuable roadmap for new CACs as they develop; and 3) to demonstrate the high-quality work of Accredited CACs to policymakers, funders, and supporters.

STANDARD 1. MULTIDISCIPLINARY TEAM

A multidisciplinary team for response to child abuse allegations includes representation from • Law Enforcement • Child Protective Services • Prosecution • Medical • Mental Health • Victim Advocacy • Children's Advocacy Center

STANDARD 2. CULTURAL COMPETENCY & DIVERSITY

The Children's Advocacy Center provides culturally competent services for all CAC clients throughout the duration of the case.

STANDARD 3. FORENSIC INTERVIEWS

Forensic interviews are coordinated to avoid duplicative interviewing and are conducted in a manner that is legally sound and of a neutral, fact finding nature.

STANDARD 4. VICTIM SUPPORT & ADVOCACY

Victim support and advocacy services are provided to all CAC clients and their caregivers as part of the Multidisciplinary Team response.

STANDARD 5. MEDICAL EVALUATION

Specialized medical evaluation and treatment services are available to all CAC clients and are coordinated as part of the Multidisciplinary Team response.

STANDARD 6. MENTAL HEALTH

Evidence-based, trauma-focused mental health services, designed to meet the unique needs of the children and caregivers, are consistently available as part of the Multidisciplinary Team response.

STANDARD 7. CASE REVIEW

A formal process in which multidisciplinary discussion and information sharing regarding the investigation, case status, and services needed by the child and family must occur on a routine basis.

STANDARD 8. CASE TRACKING

Children's Advocacy Centers must develop and implement a system for monitoring case progress and tracking case outcomes for all Multidisciplinary Team components.

STANDARD 9. ORGANIZATIONAL CAPACITY

A designated legal entity responsible for program and fiscal operations has been established and implements basic sound administrative policies and procedures.

STANDARD 10. CHILD-FOCUSED SETTING

The child-focused setting is comfortable, private, and both physically and psychologically safe for diverse populations of children and their family members.

TEXAS FAMILY CODE

TITLE 5. THE PARENT-CHILD RELATIONSHIP AND THE SUIT AFFECTING
THE PARENT-CHILD RELATIONSHIP

SUBTITLE E. PROTECTION OF THE CHILD

CHAPTER 264. CHILD WELFARE SERVICES

SUBCHAPTER E. CHILDREN'S ADVOCACY CENTERS

        Sec. 264.401. DEFINITION. In this subchapter, "center"
means a children's advocacy center.

        Sec. 264.402. ESTABLISHMENT OF CHILDREN'S ADVOCACY CENTER.
On the execution of a memorandum of understanding under Section
264.403, a children's advocacy center may be established by
community members and the participating agencies described by
Section 264.403(a) to serve a county or two or more contiguous
counties in which a center has not been established.

        Sec. 264.403. INTERAGENCY MEMORANDUM OF UNDERSTANDING.
(a) A center shall enter into a memorandum of understanding
regarding participation in the multidisciplinary team response
under Section 264.406. The center and each of the following
agencies must execute the memorandum of understanding:
                (1) the department responsible for child abuse and
neglect investigations;
                (2) each county and municipal law enforcement agency
with jurisdiction to investigate child abuse and neglect in the
area to be served by the center; and
                (3) each county or district attorney with
jurisdiction to prosecute child abuse and neglect cases in the
area to be served by the center.

(b)   A memorandum of understanding executed under this section shall include the agreement of each participating agency to cooperate in:

(1) minimizing the revictimization of alleged abuse and neglect victims and nonoffending family members through the investigation, assessment, intervention, and prosecution processes; and

(2) maintaining a cooperative team approach to facilitate successful outcomes in the criminal justice and child protection systems through shared fact-finding and strong, collaborative case development.

(c)   The memorandum of understanding must be reexecuted:

(1) at least every three years;

(2) on significant change to the memorandum of understanding; or

(3) on a change of a signatory of a participating agency.

Sec. 264.4031. MULTIDISCIPLINARY TEAM WORKING PROTOCOL. (a) A center shall adopt a multidisciplinary team working protocol. The working protocol must include:

(1) the center's mission statement;

(2) the role of each participating agency on the multidisciplinary team and the agency's commitment to the center;

(3) specific criteria for referral of cases for a multidisciplinary team response and specific criteria for the referral and provision of each service provided by the center;

(4) processes and general procedures for:

(A) the intake of cases, including direct referrals from participating agencies described by Section 264.403(a) and reports from the department that involve the suspected abuse or neglect of a child or the death of a child from abuse or neglect;

(B) the availability outside scheduled business hours of a multidisciplinary team response to cases and provision of necessary center services;

(C) information sharing to ensure the timely exchange of relevant information;

(D) forensic interviews;

(E) family and victim advocacy;

(F) medical evaluations and medical treatment;

(G) mental health evaluations and mental health treatment;

(H) multidisciplinary team case review; and

(I) case tracking; and

(5) provisions for addressing conflicts within the multidisciplinary team and for maintaining the confidentiality of information shared among members of the multidisciplinary team.

(b) The working protocol must be executed by the participating agencies required to enter into the memorandum of understanding under Section 264.403.

(c) The working protocol must be reexecuted:

(1) at least every three years;

(2) on significant change to the working protocol; or

(3) on a change of a signatory of a participating agency.

Sec. 264.404. BOARD REPRESENTATION. (a) In addition to any other persons appointed or elected to serve on the governing board of a center, the governing board must include an executive officer of, or an employee with decision-making authority selected by an executive officer of:

(1) the department responsible for child abuse and neglect investigations;

(2) a law enforcement agency with jurisdiction to investigate child abuse and neglect in the area served by the center; and

(3)   the county or district attorney's office with jurisdiction to prosecute child abuse and neglect cases in the area served by the center.

(b)   Service on a center's board by an executive officer or employee under Subsection (a) is an additional duty of the person's office or employment.

(c) The governing board members required under Subsection (a) may not constitute a majority of the membership of a center's governing board.

Sec. 264.405.   CENTER DUTIES.   (a) A center shall:

(1)   receive, review, and track department reports relating to the suspected abuse or neglect of a child or the death of a child from abuse or neglect to ensure a consistent, comprehensive approach to all cases that meet the criteria outlined in the multidisciplinary team working protocol adopted under Section 264.4031;

(2) coordinate the activities of participating agencies relating to abuse and neglect investigations and delivery of services to alleged abuse and neglect victims and their families;

(3) facilitate assessment of alleged abuse or neglect victims and their families to determine their need for services relating to the investigation of abuse or neglect and provide needed services; and

(4)   comply with the standards adopted under Section 264.409(c).

(b) A center shall provide:

(1)   facilitation of a multidisciplinary team response to abuse or neglect allegations;

(2)   a formal process that requires the multidisciplinary team to routinely discuss and share information regarding investigations, case status, and services needed by children and families;

(3) a system to monitor the progress and track the outcome of each case;

(4) a child-focused setting that is comfortable, private, and physically and psychologically safe for diverse populations at which a multidisciplinary team can meet to facilitate the efficient and appropriate disposition of abuse and neglect cases through the civil and criminal justice systems;

(5) culturally competent services for children and families throughout the duration of a case;

(6) victim support and advocacy services for children and families;

(7) forensic interviews that are conducted in a neutral, fact-finding manner and coordinated to avoid duplicative interviewing;

(8) access to specialized medical evaluations and treatment services for victims of alleged abuse or neglect;

(9) evidence-based, trauma-focused mental health services for children and nonoffending members of the child's family; and

(10) opportunities for community involvement through a formalized volunteer program dedicated to supporting the center.

(c) The duties prescribed to a center under Subsection (a)(1) do not relieve the department or a law enforcement agency of its duty to investigate a report of abuse or neglect as required by other law.

Sec. 264.406. MULTIDISCIPLINARY TEAM. (a) A center's multidisciplinary team must include employees of the participating agencies described by Section 264.403(a).

(b) A representative of any other entity may participate in the multidisciplinary team response as provided by the multidisciplinary team working protocol adopted under Section 264.4031 if:

(1) the entity participates in or provides the following:

        (A) child abuse or neglect investigations;

        (B) abuse or neglect investigations involving persons with a disability;

        (C) services to alleged child abuse or neglect victims; or

        (D) services to alleged victims who are persons with a disability;

(2) the center and the participating agencies agree in writing to the entity's participation; and

(3) the entity signs the memorandum of understanding executed under Section 264.403 and the working protocol adopted under Section 264.4031.

(c) A multidisciplinary team shall be actively involved in the following multidisciplinary team response:

(1) coordinating the actions of the participating agencies involved in the investigation and prosecution of cases and the delivery of services to alleged abuse or neglect victims and the victims' families; and

(2) conducting at regularly scheduled intervals multidisciplinary review of appropriate abuse or neglect cases as provided by the working protocol adopted under Section 264.4031.

(d) A multidisciplinary team may review an abuse or neglect case in which the alleged perpetrator is not a person responsible for a child's care, custody, or welfare.

(e) A multidisciplinary team member is authorized to share with and receive from other multidisciplinary team members information made confidential by Chapter 552, Government Code, Section 40.005 or 48.101, Human Resources Code, or Section 261.201 or 264.408 of this code when acting in the member 's official capacity as an employee of a participating agency described by Section 264.403(a) or of another entity described by Subsection (b).

Sec. 264.4061. MULTIDISCIPLINARY TEAM RESPONSE REQUIRED.
(a) The department shall refer a case to a center and the
center shall initiate a response by a center's multidisciplinary
team appointed under Section 264.406 when conducting an
investigation of:

        (1) a report of abuse or neglect that is made by a
professional as defined by Section 261.101 and that:

                (A) alleges sexual abuse of a child; or

                (B) is a type of case handled by the center in
accordance with the working protocol adopted for the center
under Section 264.4031; or

        (2) a child fatality in which there are surviving
children in the deceased child's household or under the
supervision of the caregiver involved in the child fatality.

    (b) Any interview of a child conducted as part of the
investigation under Subsection (a) must be a forensic interview
conducted in accordance with the center's working protocol
adopted under Section 264.4031 unless a forensic interview is
not appropriate based on the child's age and development or the
center's working protocol adopted under Section 264.4031.

    (c) Subsection (a) applies only to an investigation of
abuse or neglect in a county served by a center that has
executed an interagency memorandum of understanding under
Section 264.403. If a county is not served by a center that has
executed an interagency memorandum of understanding, the
department may, if appropriate, directly refer a case to a
center in an adjacent county to initiate a response by that
center's multidisciplinary team.

    Sec. 264.407. LIABILITY. (a) A person is not liable for
civil damages for a recommendation made or an opinion rendered
in good faith while acting in the official scope of the person's
duties as a member of a multidisciplinary team or as a board
member, staff member, or volunteer of a center.

(b) The limitation on civil liability of Subsection (a) does not apply if a person's actions constitute gross negligence.

     Sec. 264.408. USE OF INFORMATION AND RECORDS; CONFIDENTIALITY AND OWNERSHIP. (a) The files, reports, records, communications, and working papers used or developed in providing services under this chapter are confidential and not subject to public release under Chapter 552, Government Code, and may only be disclosed for purposes consistent with this chapter. Disclosure may be made to:
          (1) the department, department employees, law enforcement agencies, prosecuting attorneys, medical professionals, and other state or local agencies that provide services to children and families; and
          (2) the attorney for the alleged victim who is the subject of the records and a court-appointed volunteer advocate appointed for the alleged victim under Section 107.031.
     (b) Information related to the investigation of a report of abuse or neglect under Chapter 261 and to the services provided as a result of the investigation is confidential as provided by Section 261.201.
     (c) The department, a law enforcement agency, and a prosecuting attorney may share with a center information that is confidential under Section 261.201 as needed to provide services under this chapter. Confidential information shared with or provided to a center remains the property of the agency that shared or provided the information to the center. A request for confidential information provided to the center under this section must be made to the agency that shared or provided the information.
     (d) An electronic recording of an interview with a child or person with a disability that is made by a center is the property of the prosecuting attorney involved in the criminal prosecution of the case involving the child or person. If no

criminal prosecution occurs, the electronic recording is the property of the attorney involved in representing the department in a civil action alleging abuse, neglect, or exploitation. If the matter involving the child or person is not prosecuted, the electronic recording is the property of the department if the matter is an investigation by the department of abuse, neglect, or exploitation. If the department is not investigating or has not investigated the matter, the electronic recording is the property of the agency that referred the matter to the center.

(d-1) An electronic recording of an interview described by Subsection (d) is subject to production under Article 39.14, Code of Criminal Procedure, and Rule 615, Texas Rules of Evidence. A court shall deny any request by a defendant to copy, photograph, duplicate, or otherwise reproduce an electronic recording of an interview described by Subsection (d), provided that the prosecuting attorney makes the electronic recording reasonably available to the defendant in the same manner as property or material may be made available to defendants, attorneys, and expert witnesses under Article 39.15(d), Code of Criminal Procedure.

(e) The department shall be allowed access to electronic recordings of interviews of children or persons with a disability.

Sec. 264.409. ADMINISTRATIVE CONTRACTS. (a) The commission shall contract with one statewide organization that is exempt from federal income taxation under Section 501(a), Internal Revenue Code of 1986, as an organization described by Section 501(c)(3) of that code and that is composed of individuals who have expertise in the establishment and operation of children's advocacy center programs. The statewide organization shall provide training, technical assistance, evaluation services, and funds administration to support contractual requirements under Section 264.411 for local children's advocacy center programs.

(b) The contract under this section must provide that the statewide organization may not spend annually in the performance of duties under Subsection (a) more than 12 percent of the annual amount appropriated to the commission for purposes of this section.

(c) The statewide organization with which the commission contracts shall develop and adopt standards for children's advocacy centers.

Sec. 264.410. CONTRACTS WITH CHILDREN'S ADVOCACY CENTERS. (a) The statewide organization with which the commission contracts under Section 264.409 shall contract with eligible centers to establish, maintain, and enhance the services provided by the centers.

(b) The contract under this section may not result in reducing the financial support a center receives from another source.

Sec. 264.411. ELIGIBILITY FOR CONTRACTS. (a) A public entity that operated as a center under this subchapter before November 1, 1995, or a nonprofit entity is eligible for a contract under Section 264.410 if the entity:

(1) has a signed memorandum of understanding as provided by Section 264.403;

(2) has a signed working protocol as provided by Section 264.4031;

(3) has a governing board as provided by Section 264.404;

(4) has a multidisciplinary team as provided by Section 264.406;

(5) regularly convenes the multidisciplinary team as provided by Section 264.406;

(6) employs an executive director who is accountable to the board of directors of the entity and who is not the exclusive salaried employee of any governmental agency; and

(7) fulfills the duties required by Section 264.405.

(b) The statewide organization described by Section 264.409 may waive the requirements specified in Subsection (a) if it determines that the waiver will not adversely affect a center's ability to carry out its duties under Section 264.405.

September 3, 2019

Elaine Stolte
The Children's Assessment Center Foundation
2500 Bolsover Street
Houston, TX 77005

Dear Elaine Stolte:

On behalf of Charity Navigator, I wish to congratulate The Children's Assessment Center Foundation on attaining the coveted 4-star rating for demonstrating strong financial health and commitment to accountability and transparency.

The nonprofit sector is advancing and expanding. As our organizations evolve, so do the desires and interests of our supporters. Astute donors are yearning for greater accountability, transparency, and for concrete results from us. With more than 1.5 million American charities, Charity Navigator aims to accentuate the work of efficient and transparent organizations. The intent of our work is to provide donors with essential information to give them greater confidence in both the charitable decisions that they make and the nonprofit sector.

Based on the most recent information available, we have issued a new rating for your organization. We are proud to announce The Children's Assessment Center Foundation has earned our tenth consecutive 4-star rating. This is our highest possible rating and indicates that your organization adheres to sector best practices and executes its mission in a financially efficient way. Attaining a 4-star rating verifies that The Children's Assessment Center Foundation exceeds industry standards and outperforms most charities in your area of work. Only 2% of the charities we evaluate have received at least 10 consecutive 4-star evaluations, indicating that The Children's Assessment Center Foundation outperforms most other charities in America. This exceptional designation from Charity Navigator sets The Children's Assessment Center Foundation apart from its peers and demonstrates to the public its trustworthiness.

Forbes, *Business Week*, and *Kiplinger's Financial Magazine*, among others, have profiled and celebrated our unique method of applying data-driven analysis to the charitable sector. We evaluate ten times more charities than our nearest competitor and currently attract more visitors to our website than all other charity rating groups combined, thus making us the leading charity evaluator in America. Our data shows that users of our site donated more than they planned to before viewing our findings, and in fact, it is estimated that last year Charity Navigator influenced approximately $10 billion in charitable gifts

Your achievement and the 4-star rating will enhance your organization's fundraising and public relations efforts. Our favorable review of The Children's Assessment Center Foundation's financial health and commitment to accountability & transparency is now visible on our website.

We wish you continued success in your charitable endeavors.

Sincerely,

Michael Thatcher
President and CEO

CHARITY NAVIGATOR

RECOGNIZES

THE CHILDREN'S ASSESSMENT CENTER FOUNDATION

★ ★ ★ ★

AS A 4-STAR RATED CHARITY

SEPTEMBER 3, 2019

Michael Thatcher
President and CEO

CHARITY NAVIGATOR
Your Guide To Intelligent Giving

286-DOMESTIC RELATIONS

Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	4.0%
		FY 20 Adopted Budget Per Capita (Harris County):	$0.80

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$3,100,000	$3,300,000	$3,431,000	$3,500,000	$3,600,000	$3,780,000
Final Adjusted	$3,712,243	$4,379,823	$4,577,388	$5,071,136	$5,809,809	$6,052,987
Rollover Received	$606,045	$1,087,023	$1,147,038	$1,571,281	$2,070,959	$1,773,577
Rollover % of Adopted	20%	33%	33%	45%	58%	47%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$2,257,588	$2,454,396	$2,483,105	$2,637,644	$2,979,603	$2,406,214
Non-Labor/Transfers	$270,364	$676,802	$332,135	$283,203	$325,753	$330,989
Actual Spent	$2,527,952	$3,131,198	$2,815,239	$2,920,847	$3,305,356	$2,737,203
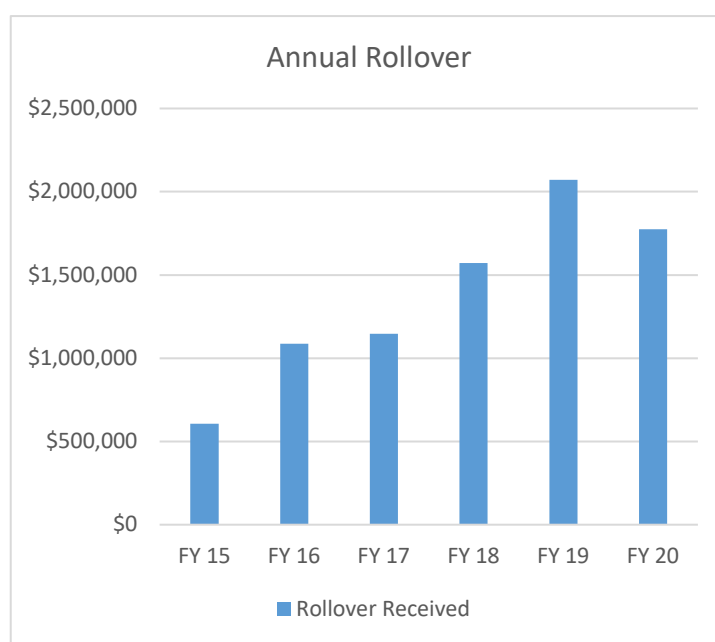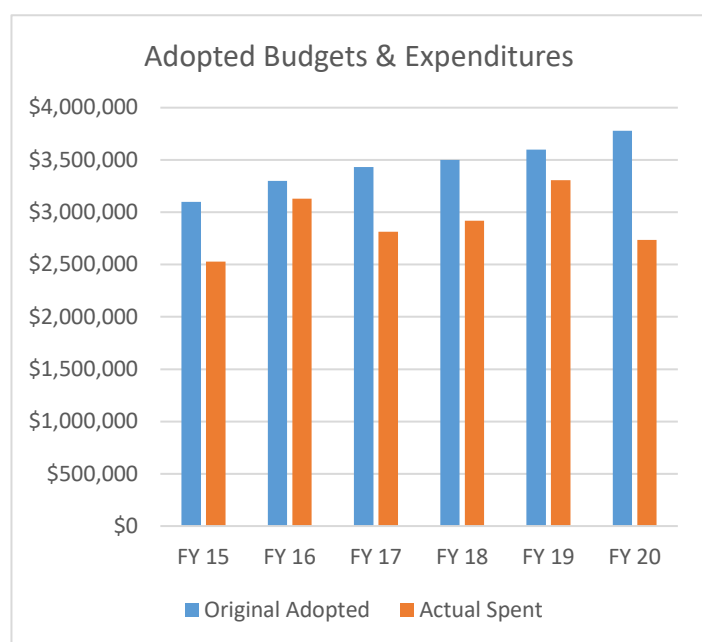
FY20 Rollover as a % of FY20 Adopted Budget: 46.9%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**4**	**$2,857,301**	**$7,522,098**
2220-FAMILY PROTECTION	0	$88,480	$104,833
7003-ACCESS & VISITATION GRANT	0	$117,336	$140,116
7012-TITLE IV-D ICSS	0	$2,562,103	$6,442,244
7343-STATE CASE REGISTRY & CUS SVC	0	$12,825	$389,220
7673-SUPERVISED POSSESSION & ACCESS	4	$76,556	$445,686

PERSONNEL SUMMARY FOR DOMESTIC RELATIONS
All Department Funds
as of November 2019
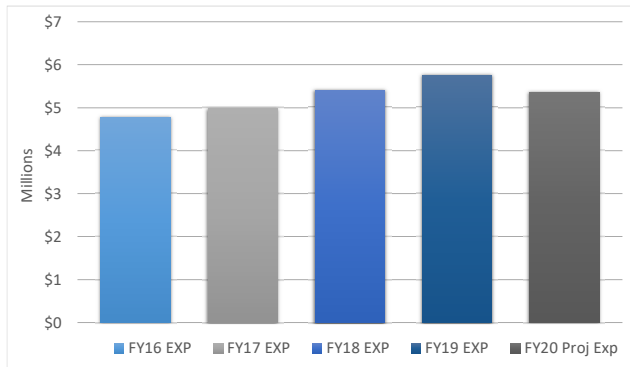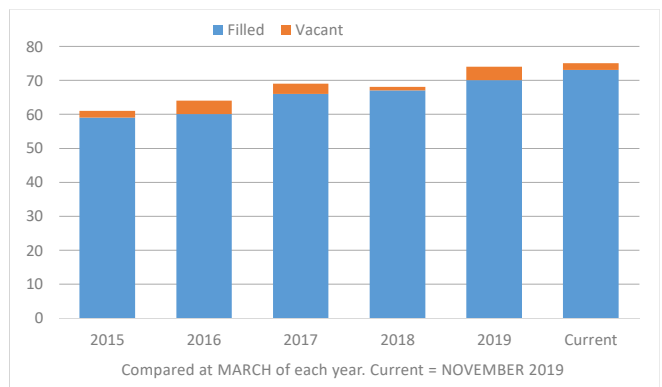
Annual Labor Expense

Total Number of Positions

Compared at MARCH of each year. Current = NOVEMBER 2019

Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	59	5.5%	5.5%
Sept 2017	54	11.8%	5.7%
Sept 2016	44	14.0%	4.5%
Sept 2015	41	18.9%	4.4%
Sept 2014	36	24.2%	4.4%

	Filled	Vacant	Total
R32+	73	2	75
Part	0	0	0
Temp	0	0	0
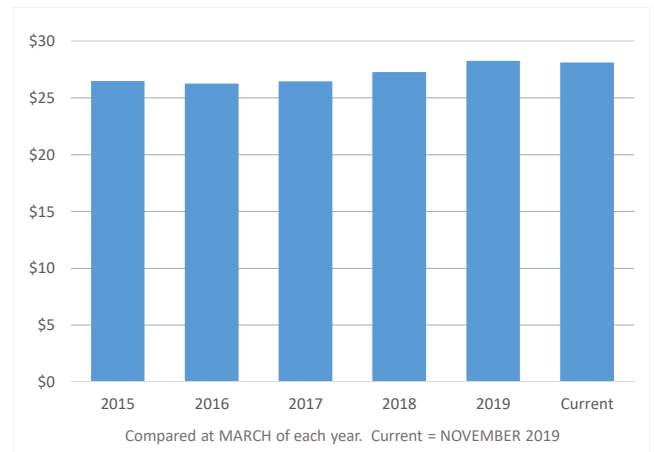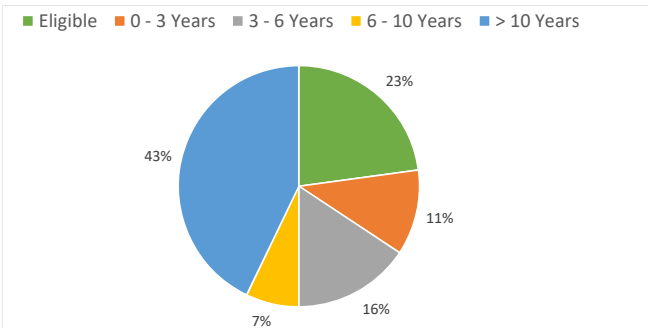
Retirement Eligibility

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure
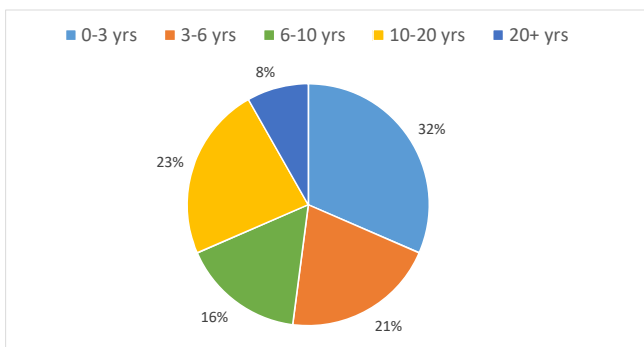
Number of Employees by Age
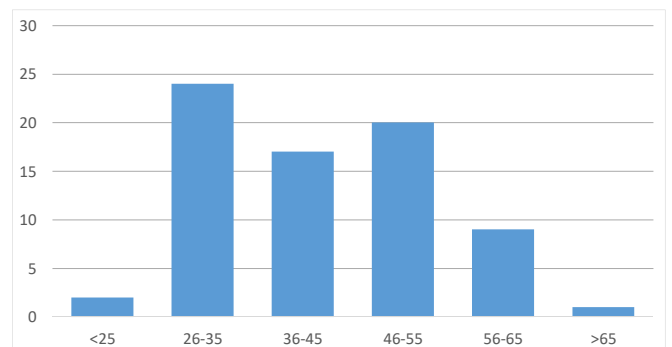
Department-Provided Information

ORGANIZATION CHART FOR HARRIS COUNTY DOMESTIC RELATIONS OFFICE 2019-2020

Executive **Director** 10028601

Executive Assistant & Financial Admin Assistant

Legal Enforcement Division 10028605

Family Court Services Division 10028610

Alternative Dispute Resolution Division [Family Mediation] 10028615

lution

Community Supervision Unit 10028620

Director

Legal Enforcement Manager

Attorneys

Legal Enforcement Supervisors

Director

Director

Attorney/ Mediators

Director

Assistant Director

Enforcement Officers & Financial Specialist

Enforcement Technicians

Legal Secretaries & Senior Receptionist

Court Liaison

Family Court Evaluators

Supervised Visitation Center AJU28610

Administrative Assistants

Manager

Caseworkers

Evaluators/Mediators

Assistant Director and Community Supervision Officers

CSU Technicians

Domestic Relations - 286

A) Department Purpose/Mission

Our Mission

The Harris County Domestic Relations Office provides high quality, low cost services to families who are in litigation within the Harris County Family District Courts. Our mission is shaped by the statutory requirements of the Texas Family Code -- To ensure that:

- Children are afforded quality time, in a safe environment, with both available parents;
- Children receive child support and medical support in a timely manner; and
- Parents understand the alternatives to litigation, the importance of keeping children out of parental conflict and the consequences of failing to follow court orders.

    Services include:

- Parenting Time Services;
- Family Mediation;
- Parent Conferences;
- Community Supervision;
- Child Support Services;
- Child Custody Evaluation;
- Adoption Evaluation;
- Supervised Group Visitation;
- Issue Based Investigations;
- Parenting Coordination; and
- Paternity Establishment.

Our Purpose

- In partnership with the Harris County Family District Courts, the Harris County Domestic Relations Office exists to strengthen families through:
    - Assuring financial and emotional support;
    - Teaching and encouraging communication;
    - Improving parents' skills and connection with their children; and
    - Encouraging alternatives to litigation for conflict resolution.

- We are readily available to provide the above services in a safe and compassionate environment.

Our Approach

The approach taken by the DRO is to offer personalized support within a compassionate and caring environment. When families are referred for assistance, they experience quick intervention and receive the appropriate services, both within DRO and to other agencies and partners.

Our Divisions

- Legal Enforcement
- Family Court Services
- Family Dispute Resolution
- Community Supervision

B) Discuss your department's accomplishments in the last year.

2019 Accomplishments (Numbers are Pro Rata)

Administrative

- Received a National Assn of Counties Achievement Award for The Visitation Center
- Received a Spirit of Excellence Award from the Texas Association of Domestic Relations Office Award for Possession and Access Program
- Enhanced the Domestic Relations Office website
- Created portal for clients to pay for services online
- Created SharePoint portal for clients to submit questionnaires and other required documents online.
- Revised Strategic Plan
- Revised all job descriptions
- Held Annual Staff Meeting and Training
- Revision and Addition of Brochures Regarding Services

Family Court Services Division

- Custody Evaluations ordered - 394 (46% increase)

Form #1: Department Mission and Metrics

- Adoption Evaluations ordered - 380 (9% increase)
- Parenting Coordination ordered - 14 (367% increase)
- IBI's ordered - 35 (250% increase)
- Opened four new supervised visitation sites around Harris County.
- Families enrolled at The Visitation Center - 228 (400% increase)
- Children enrolled at The Visitation Center - 324 (420% increase)
- Purchased a case management system for The Visitation Center

Alternative Dispute Resolution Division

- Litigants can request a Family Mediation through our website
- Family Mediations Requested - 1608 (16% increase)
- Parent Conference Initiated - 328 (6% increase)
- Number of Parents Served - 3134 (2% increase)
- Number of Children Served - 2434 (4% increase)
- Full Resolution Rate - 71%
- Partial Resolution Rate -12%
- Resolutions Rate - 83%

Legal Enforcement Division

- Child Support Cases - 17,440
- Child support Collected for Harris County families: $175,472,643 (OAG FY)
- Annual Paying Case Rate: 83.94%
- IRS Intercepts: $2,260.141
- Administrative Writs Served: 11,893
- Courts Settings: 1,713
- Modification Requests Received: 907
- Customer Service Inquiries: 60,840
- Visitation and Access Appointment: 682
- Case initiation: 2,815
- New Order Entry: 3304
- RO cases opened: 821
- CSRP conferences held: 586
- Applicants for a child support accounting/stop wage: 156
- Began providing child support accountings to attorneys at our Courthouse Intake Office

Community Supervision Unit

- New community Supervision Cases - 910 cases (217% increase)
- Annual Collections - 81% of child support ordered.

Form #1: Department Mission and Metrics

- Reopened the Intake Office at the Family Law Center After Harvey
- Created an orientation program for all new probationers
- Increased paying case rate by staff
- Created web-reporting for probationers in compliance
- Installed kiosks in the lobby for easier reporting.
- Installed a Child Support Kiosk in lobby for immediate payments

C) Discuss actions taken to drive efficiency and productivity in your department.

- Statistic reports maintained for each Division
- Experienced, knowledgeable and empowered staff
- Staying focused on our mission - providing services
- Staff who work from their hearts – genuine concern
- Excellent reputation within the legal community
- Diligence in continuous monitoring of changes to Family Law in order to assure full compliance
- Environment that supports mission – pleasant surroundings, artwork, rest areas
- Financial stability – grants support financial security and expansion of services
- Good management /staff ratio – average at about 6:1
- High average retention rates (more than 10 years service); high job satisfaction
- Balanced between caring approach and statutory accountability
- Strong quality indicators such as high collection rates, quick filing of enforcement actions
- DRO has received awards and recognition at both the state and national level
- Continuous refining of work flow to assure most efficient use of resources
- Clients can apply for services, submit required forms and pay fees online
- Team Concept among all employees with office goals being stressed
- Monthly Team meetings to discuss production, updates on policies and procedures
- Good rapport with Courts and District Clerk staff
- Training (formal classroom and one-on-one skill shares) offered for all staff
- Increased number of staff available to assist on rotation schedules
- Upgrades to department Automated monitoring system
- Longevity of our partnership with OAG and the Family Courts
- Annual Staff Meeting

Form #1: Department Mission and Metrics

D) Describe any new responsibilities your department assumed this year.

Increased demand for evaluations and mediations by the newly elected Family Law Judiciary (see above percentages).

The opening of four new supervised visitation sites by The Visitation Center

Providing pay records and accountings to attorneys and/ or customers at the Civil Courthouse.

E) Specify any costs your department incurred this or last year that you won't have next year.

Reopening of the Community Supervision Unit's Intake Office - $6000

Furnishing the newly acquired space for The Visitation Center's administrative offices - $45,000

Installation of Community Supervision Unit's Kiosks - $8,000

Buildout of the Family Court Services floor space - $27,000

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Below are measures used to ensure staff are working efficiently and effectively.

All Divisions:

- Annual employee evaluations
- Team Building Meetings
- An Annual Staff Meeting & Training
- Internal and external reports
- One-on-one staff conferences/ evaluations
- Customer Feedback
- Surveys
- Daily/Weekly self-tracking
- Customized office logs
- All customer phone calls must be returned within 24 hours

Legal Enforcement Division

- The Office of the Attorney General sets annual goals for the FOCAS Program.

Form #1: Department Mission and Metrics

The Division exceeded all goals for state fiscal year 2019.

- The Office of the Attorney General tracks qualify control measures for the FOCAS Program. The Legal Enforcement team can earn $.40 for each case, each month that meets quality control measures. The Division has received this incentive payment for every case, each month this year. The monthly Quality and Efficiency Report Items monitored and provides statistics for case initiation, case transfer, case closure, locate, review and adjustment, enforcement, withholding orders, expedited process, successful disposition and service rate.
- Attorney consultations must be scheduled within one week per policy
- The state has timeframes that must be met for all services.
- Enforcement officer's caseloads may not exceed 2000 cases.
- Each attorney is limited to litigating in two courts.
- A certain number of customer service representatives must always be logged on to the system to answer customer's calls .
- An Ideas report is used to track attorney filings of litigation for timeliness.
- Constituent feedback.
- Monthly Quality and Efficiency State Audits
- Texas Attorney General Monthly Case Contract Audits
- Morning Mail
- Avaya CMS Supervisor Reporting Web
- Key Measures Total 2018:
    - Open Cases: 17,813
    - Total Child Support Collected: $171,228,581
    - IRS Intercepts: 2,197,244.45
    - Administrative Writs Served: 13,723
    - Courts Settings: 1,717
    - Modification Requests Received: 1,051
    - Customer Service Inquiries: 42,992
    - Order Entry: 3,946
    - Visitation and Access Scheduled: 745

- Key Measures Pro Rate for 2019
    - Open Cases: 17,440
    - Total Child Support Collected: $175,472,643 (OAG FY)
    - IRS Intercepts: 1,883,451.57 ($2,260.141.884)
    - Administrative Writs Served: 11,893.20 annual estimate
    - Courts Settings: 1,713
    - Modification Requests Received: 907
    - Customer Service Inquiries: 60,840
    - Visitation and Access Appointment: 682

Form #1: Department Mission and Metrics

- Production 2018
  - Case initiation:3,503
  - Order Entry: 3,946 (CI/3,503 /MOs/443)
  - Court Settings: 1,717
  - RO cases opened: 995
  - Annual Paying Case Rate: 82.25%
  - CSRP applications: 1,058
  - CSRP conferences held: 546
  - Number of applicants for a child support accounting/stop wage: scheduled:178
- Production 2019
  - Case initiation: 2,346 (2,815.2)
  - Order Entry: 2,754 (3304) (CI 2,346 and MOs 408)
  - Court Settings: 1,428 (1,713.6)
  - RO cases opened: 729 (Oct 92 total 821)
  - Annual Paying Case Rate: 83.94%
  - CSRP applications: 756 (907.2)
  - CSRP conferences held: 489 (586.8)
  - Applicants for a child support accounting/stop wage: 130 (156)

Alternative Dispute Resolution Division

- Resolution rate statistics, both full and partial, are calculated every month and distributed to staff and stakeholders.
- Satisfaction Surveys are distributed at the end of each mediation to the attorneys and parties. Feedback is 98% positive.
- Satisfaction Surveys are distributed at the end of each parent conference to parties. Feedback is 96% positive.
- A mediation case log is kept for each case which lists specific data to ensure reliable reporting.
- Key Measures Total 2018:
  - Family Mediations Requested   1385
  - Family Mediations Scheduled   1315
  - Family Mediations Completed   916
  - Parent Conferences Requested   309
  - Parent Conferences Scheduled   264
  - Parent Conferences Completed   168
  - Number of Parties Served   3090
  - Number of Children Served   2339
  - Full Resolution Rate   76%
  - Partial Resolution Rate   10%

Form #1: Department Mission and Metrics

- ○ Total Resolution Rate   86%
  ○

- Key Measures Total 2018:
  - ○ Family Mediations Requested   1608
  - ○ Family Mediations Scheduled   1361
  - ○ Family Mediations Completed   966
  - ○ Parent Conferences Requested   328
  - ○ Parent Conferences Scheduled   248
  - ○ Parent Conferences Completed   157
  - ○ Number of Parties Served   3127
  - ○ Number of Children Served   2434
  - ○ Full Resolution Rate   71%
  - ○ Partial Resolution Rate   12%
  - ○ Total Resolution Rate   83%

Family Court Services Division

- Adoptions Evaluations are due within 60 days of assignment. Child Custody Evaluations are due within 90 days of assignment.
- All mental health professionals must turn in logs each month showing their assignments and whether they have met their due dates for the assigned evaluations.
- Key Measures Total 2018:
  - ○ Custody Evaluations ordered – 269
  - ○ Adoption Evaluations ordered – 350
  - ○ Parenting Coordination ordered – 3
  - ○ IBI's ordered. – 10
  - ○ Families enrolled in The Visitation Center: 59
  - ○ Children enrolled in The Visitation Center: 90
  - ○ Domestic Violence Referrals: 0
  - ○ Substance Abuse Referrals: 0
  - ○ Parent and Child Counseling Referrals: 3

- Key Measures Total 2019:
  - ○ Custody Evaluations ordered – 394
  - ○ Adoption Evaluations ordered – 380
  - ○ Parenting Coordination's ordered – 14
  - ○ IBIs ordered – 35
  - ○ Families enrolled in The Visitation Center: 228
  - ○ Children enrolled in The Visitation Center: 324

Form #1: Department Mission and Metrics

- Domestic Violence Referrals: 120
- Substance Abuse Referrals: 96
- Parent and Child Counseling Referrals: 432Community Supervision Unit

Community Supervision Unit

- CSU has an automated case management system called Automon Caseload Explorer that assist with qualify control for the cases monitored by Probation Officer. CSU staff is contractual obligated to work each case monthly; all events related to the case is inputted in the case file. Staff complete daily activities for cases that can consist of the following:
  - Interviewing probationers in the office
  - placing phone calls
  - sending reminder text messages
  - mailing delinquent letters
  - completing locate checks
  - legal updates
  - submitting revocation report
  - submitting closure reports
  - monitoring for WEB reporting check-ins
  - making referrals
  - Collecting fees owed to Harris County
  - The management system provides us with monthly paying percentages for each caseload from year to year.

- The Office of the Attorney General send monthly quality control statistics which measure output. CSU earns quality control incentives for paying cases each month.
- Customer evaluations
- Key Measures Total 2018:
  - Total CSU Caseload 3326
  - New Cases – 422
  - Paying Case Rate – 78%
- Key Measures Total 2018:
  - Total CSU Caseload 3784
  - New Cases – 910
  - Paying Case Rate – 81%

Form #1: Department Mission and Metrics

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

Feedback from the Family Judiciary

Feedback from the Family Bar

Quality and Assurance Reports from the Office of the Attorney General

Customer Satisfaction Surveys for specific services delivered, including mediation, parent conferences, community supervision orientation, supervised visitation and customer service.

Presence on Facebook

Domestic Relations Office website

Avaya CMS Supervisor Reporting Web

Distribution of DRO Brochures at Libraries and other Facilities

Presentations to bar associations, schools, nonprofits, associations and community meetings

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: | **286 - Domestic Relations**

FY19/20 General Fund Adopted Budget:	$3,780,000
Rollover Budget Received in FY19/20:	$1,773,577

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	FOCAS Program - FOCAS is an early intervention child support program created in 2003 and operated in partnership with the Harris County Family District Courts and the Office of the Attorney General. Every new child support order originating from a divorce or paternity action is automatically enrolled in the FOCAS program. Cases where a family has received Temporary Assistance to Needy Families or Medicaid are not included as pursuant to federal regulations. Only the Office of the Texas Attorney General has authority to monitor those cases. FOCAS provides wrap-around child support services including customer service, monitoring, enforcing, modifying, and/or terminating child support obligations for Harris County families. The caseload is constantly changing as children emancipate and new children are entered into the program There are currently 17,440 cases enrolled in the program. Statistical data show that early intervention results in a much higher percentage of child support. The FOCAS program collected 82.5% of collections on current support vs. 56.52% for Non-FOCAS cases. The FOCAS Program uses attorneys, legal secretaries, financial specialists, review officers, enforcement officers, customer service staff, court liaison and case initiation staff to complete their duties. Funding: The DRO receives a grant from the Office of the Attorney General to operate this program, receiving $11.69 per open case each month, .26 qualify and efficiency payments per open case each month and a share in federal incentive monies paid to Texas by the Office of Child Support Enforcement.	$0	29					
2	State Case Registry - Parents who receive or pay child support are enrolled into the Texas State Disbursement Case Registry(SDU). The SDU receipts and disburses Texas child support payments. Funding: The Office has a grant with the Office of the Texas Attorney General to provide this service, receiving $8.50 for each ordered entered and $2.70 for each order updated.	$0	1.1					
3	Child Support Customer Service - Customer service is provided to parents (who receive or pay child support); employers (who are garnishing wages); and financial institutions. In addition, attorneys and parties can request child support accountings at our Civil Courthouse Intake Office and at our Main Office. Funding: The Office of the Attorney General reimburses $2.71 per call for this service.	$0	2					

Department: 286 - Domestic Relations

FY19/20 General Fund Adopted Budget:	$3,780,000	
Rollover Budget Received in FY19/20:	$1,773,577	

#	Description	Amount	FTE					
4	Application cases - Harris County constitutes (not enrolled in the FOCAS program) may apply for services to: (1) establish paternity, (2) enforce visitation and access of their child, (3) enforce child support in non-FOCAS cases, and (4) complete a child support accounting and termination. Attorneys, legal secretaries, enforcement officers and technicians spend a percentage of their time working these non-FOCAS cases. Funding: The Office has a grant from the Office of the Attorney General to provide funding of $88,065 during the state's fiscal year to provide enforcement of visitation and access service. Parents seeking other services under this category pay a set fee established by Commissioners Court which is deposited into the general fund.	$36,231	2.3					
5	Family Mediation - Mediation services are provided to families which cases pending in the Harris County Family District Courts. The parties must have minor children who are the subject of the suit and meet income requirements. The office employs both mediators and mental health professionals to provide this service who have completed both basic mediation and advanced family law mediation training. Six mediation cases are scheduled each day. The Office is booked out approximately one month at any given time. Funding: A $10 filing fee is collected in the filing of every civil suit in Harris County. $3 of that fee is credited to the DRO Mediation Program and deposited into the general fund.	$669,405	5.55					
6	Parent Conferences - Parents with a final court order seeking assistance in understanding that order, clarification on rights and duties, enforcement of possession and access or communication skills are provided a parent conference. A parent conference facilitator is either an attorney or a mental health professionals. Both parents and the facilitator meet in an attempt to resolve these issues. If an agreement is reached, a written parenting plan is given to the parties. Funding: Commissioner's Court has approved a fee of $50 for each parent conference which is deposited into the General Fund.	$123,344	1.35					
7	Child Custody Evaluations - When parents are unable to agree on a court order that determines which parent will have the right to determine a child domicile, the court will order a child custody evolution. Child Custody Evaluations are authorized by Chapter 107, Texas Family Code. A mental health evaluator will hold a joint interview with the parents; make home visits to each home and interview all individuals and children residing in the home; review relevant collateral information from Children's Protective Services, criminal history (TCIC), school records, medical records, family court records (marriages, divorces, children, etc.), employment information, substance abuse history, mental health history and personal references; and write a 25 - 30 page report that details these findings for the Court. A written recommendation regarding conservatorship, possession/access and rights and duties is provided to the Court. Funding: Parties each pay a fee based on a sliding scare approved by Commissioners Court. If the case is pending in Harris County but the parties reside elsewhere, the parties must prepay travel fees before the evaluation commences.	$767,039	7.5					

Department: | 286 - Domestic Relations

	FY19/20 General Fund Adopted Budget:	$3,780,000
	Rollover Budget Received in FY19/20:	$1,773,577

#	Description		
8	Adoption Evaluations - For every nonagency adoption in Harris County, the DRO provides mental health professionals to prepare an adoption evaluation with a recommendation on whether the adoption should or should not be granted. Evaluators visit the adoptive home and gather information on demographic data, employment, physical health, mental health, substance abuse issues, marriage/relationships, references, criminal history and children's protective services history. The information and recommendation is compiled into a 12 - 15 page written report and filed with the Court. Funding: Adopting parents pay a $250.00 flat fee for the adoption evaluation.	$551,461	5.35
9	Parenting Coordination - Family Courts may refer parents to our office to participate in parenting coordination when the parties have exhibited high conflict parenting. Workbooks are distributed to the parties and a mental health professional meets jointly with the parties over the course of six sessions to resolve communication and parenting skills. Funding: Parents pay a sliding scale established by Commissioners Court.	$23,785	0.25
10	The Visitation Center - When a family court determines that a parent should not have unsupervised possession of their child due to substance abuse, mental health issues, extended absences, domestic violence or other reasons, the Court places that parent on supervised visitation through the DRO's Visitation Center. The Visitation Center provides supervised group visitation on the Saturday following the 1st, 3rd and 5th Fridays of each month at seven locations around Harris County. This program opened in April 2018 and over 300 families have been referred and growing. Funding - For state fiscal year 2019, The Visitation Center received a VOCA grant in the amount of 390,000. The Office has reapplied for the same funding. All indications are that the funding will be awarded again, but there has been no confirmation. This estimated annual cost includes grant funds in the amount of $390,000.	$159,561	3.6
11	Community Supervision Unit - When a family court finds a parent in contempt for violating a family court order pertaining to a child, i.e. injunctions, possession/access or child support, they sentence that parent to jail time, but suspend the jail sentence and place them on community supervision. The DRO provides community supervision for the family courts and has over 3000 probationers that report monthly. Funding: The Office of the Texas Attorney General pays the DRO $30.21 per case each month pursuant to a contract for cases that are in the Texas IV-D Program. For cases that are not in the Texas IV-D Program, probationers pay a monthly reporting fee of $25.00 per month.	$945,491	11.2
12	Fee Officer, Expense Reconciliation, Inventory, Accounts Payable and Accounts Receivables	$88,028	1
13	Human Resource, Budgeting, Supplies, and Executive Assistance Functions	$91,959	1
14	Administration, Managerial & Programmatic Functions	$367,573	4.3

Department: 286 - Domestic Relations

FY19/20 General Fund Adopted Budget:	$3,780,000			
Rollover Budget Received in FY19/20:	$1,773,577			

15	Issue Based Investigations - When a court needs to know one element of a child custody evaluation before they can render an order pertaining to a child, they may order an Issue Based Investigation. These investigations either seek CPS records, Interview of the parties, interview of the child, criminal history search or a home visit. They are usually completed within 7 days. Funding: Commissioners Court approved a flat fee of $125.00 for each Issue Based Investigation.	$52,238	0.5				
16							
Department-Estimated Totals		$3,876,115	76	0	$0	0.0%	

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Harris County
Domestic Relations Office

STRATEGIC PLAN

July 2019

1310 Prairie, Suite 1080

Houston, TX 77002

Tel: 713-274-7300

Fax: 713-437-5800

www.dro.hctx.net

Contents

Executive Summary

The Harris County Domestic Relations Office provides high quality, low cost services to families who are in litigation within the Harris County Family District Courts. Our mission is shaped by the statutory requirements of the Texas Family Code -- To ensure that:

- Children are afforded quality time, in a safe environment, with both available parents

- Children receive child support and medical support in a timely manner

- Parents understand the alternatives to litigation, the importance of keeping children out of parental conflict and the consequences of failing to follow court orders

Services include:

- Parenting Time
- Cooperative Parenting
- Family Mediation
- Community Supervision
- Child Support

- Child Custody Evaluation
- Adoption Evaluation
- Supervised Group Visitation

The approach taken by the DRO is to offer personalized support within a compassionate and caring environment. When families are referred for assistance, they experience quick intervention and receive the appropriate services, both within DRO and to other agencies and partners.

Strengths of the DRO include:

- Philosophy of continuous improvement in pursuit of our mission
- Experienced, knowledgeable and empowered staff with low turnover
- Ability to recruit, develop and retain staff who embody the values of the organization
- Ability to offer quality service at low/no cost

Over the next 3-5 years, the DRO will pursue opportunities to serve a growing population of families:

- Fulfilling our mission within an environment of changing demographics and new stakeholders
- Continuing to upgrade technology to support more efficient case management and make it as easy as possible for families to comply with court orders
- Strengthening transparency of the succession plan especially for senior leadership
- Working with Harris County facilities to ensure safety and security of all employees and assets

The financial health of the organization is strong, supplementing fee for service with grants and contracts to ensure long-term financial stability and ability to invest in facilities and services that ensure client needs are met and employees are developed and retained.

Our Purpose

- In partnership with the Harris County Family District Courts, the Harris County Domestic Relations Office exists to strengthen families through:

    - Assuring financial and emotional support

    - Teaching and encouraging communication

    - Improving parents' skills and connection with their children

    - Encouraging alternatives to litigation for conflict resolution

- We are readily available to provide services of possession/access, child support, mediation, parenting coordination, community supervision and custody/adoption evaluations in a safe and compassionate environment

Our Mission

To ensure that:

- Children are afforded quality time, in a safe environment, with both available parents

- Children receive child support and medical support in a timely manner

- Parents understand the alternatives to litigation, the importance of keeping children out of parental conflict and the consequences of failing to follow court orders

Our Approach

The approach taken by the DRO is to offer personalized support within a compassionate and caring environment. When families are referred for assistance, they experience quick intervention and receive the appropriate services, both within DRO and to other agencies and partners.

Our Divisions

- Legal Enforcement

- Family Court Services

- Family Dispute Resolution

- Community Supervision

Our Services

- Parenting Time

- Cooperative Parenting

- Family Mediation

- Community Supervision

- Child Custody Evaluation

- Adoption Evaluation

- Child Support

- Supervised Visitation

Strengths

- Experienced, knowledgeable and empowered staff

- Staying focused on our mission - providing services

- Staff who work from their hearts – genuine concern

- Excellent reputation within the legal community

- Diligence in continuous monitoring of changes to Family Law in order to assure full compliance

- Environment that supports mission – pleasant surroundings, artwork, rest areas

- Financial stability – grants support financial security and expansion of services

- Good management /staff ratio – average at about 6:1

- High average retention rates (more than 10 years service); high job satisfaction

- Balanced between caring approach and statutory accountability

- Ability to offer services at no/low cost

- Strong quality indicators such as high collection rates, quick filing of enforcement actions

- DRO has received awards and recognition at both the state and national level

- Continuous refining of work flow to assure most efficient use of resources

- Clients can apply for services, submit required forms and pay fees online

Weaknesses

- Nature of service creates demand that ebbs and flows

- Nature of work is stressful; options to address are limited

- Stressful commute for many employees

- Need more transparent succession planning

- Difficulties communicating to public what we do

- Opportunities to expand technology hampered by dependence on internal IT

Opportunities

- Population growth for the region - how will we continue to grow to meet increased demand for service?

- Department growth: Expand services, locations, number of clients served

- Expand contractual relationship with the Office of the Attorney General to provide additional services

- Relationship with elected officials and government agencies (state and county)

- Collaboration within the Harris County Youth and Family Services Division

- Expanded partnership with other county departments and non-profit organizations

- Ongoing external awards/recognition for excellence

- Presentations to the bar, interested groups

Threats

- Staff retention, including sr. leadership

- Program stability in midst of continuous change

- Safety of staff, clients, attorneys and other building occupants

- Nature of work can be stressful and repetitive in some roles

- Advancement opportunities are limited for non-degreed staff

- Clients served by our programs experiencing more barriers – domestic violence, substance abuse, unemployment, immigration status and mental health issues

- Renewal of funding through contracts and grants

- Changing leadership within various stakeholders

Our Key Stakeholders

- Attorneys

- Commissioners Court

- Judiciary

- Office of Attorney General

- Parents

- Texas Association of Domestic Relations Offices

- Society at large

Key Stakeholder Needs

- **Parents**

    - Information and education about process

    - Reality test

    - Advice and counselling

    - Referrals to remove barriers in their lives, situations

    - Conflict resolution

    - Co-parenting skills

    - Amicus attorney when they can't afford one

- **Courts**

    - Timely and competent response to court referrals

    - Recommendations for Child Custody

    - Recommendations on Adoptions

    - Cases resolved

    - Parents brought into compliance with court orders

    - Education of families

- **Society**

    - Children being adopted are in loving, caring homes

    - Parents are raising children after separation – produces a capable, well-adjusted adult who contributes to society

    - Assist the courts with clearing dockets by settling cases in mediation

    - Offer alternatives to incarceration, seek to remove barriers to complying with court orders

    - Ensure children receive financial, emotional support after parents separate

    - Teach parents that there are alternatives to litigation

    - Create safe environment for children to have parenting time (when parents deemed unsafe due to domestic violence, substance abuse, mental health, etc.)

Our Target Clients

- Families in litigation in district courts

- Families who "fall through the cracks" – not poor enough for public welfare but not able to afford family law services

Size of Client Base

As of fiscal year 2019-20:

- FOCAS – 18,000 and growing

- Parenting Time – 450 a year

- Termination of Child Support – 100 a year (decreasing)

- Answer 5,000+ calls a month in Customer Service

- Add 3,000 Child Support cases to data base a year

- 400 Child Custody evaluation requests a year

- 400 Adoption evaluation requests a year

- 1,700 Mediation requests a year

- 2,800 on Community Supervision

- 250 families in Supervised Visitation program

Trends

- Serving more unmarried parents
  - not same level of commitment, no relationship with extended family, no shared family experiences
  - No financial dependence
- Serving more self-represented parents
  - No legal expertise
  - Poor follow-through
- Serving more Spanish-speaking clients - increased need for multi-lingual communication

- Serving more same-sex parents

- Increased demand for equal parenting time

- Shift in awarding fathers as the primary parent

- Cost of family legal services

- Uncertainty about future contract/grant funding

- Increased demand for services

Our Goals

Goals for the entire organization include:

Our 1 Year Organizational Goals:
1. Maintain the volume of services currently performed
2. Continued outreach to judges and attorneys
3. Seek methods to work more efficiently
4. Focus on staff retention by offering educational opportunities and fostering a happy and hospitable work environment.
5. Maintain high standards of quality for services provided
6. Work with county's security commission to ensure safety of staff, clients, attorneys and building occupants

Our 3 Year Organizational Goals:
1. Accommodate growing demand for services
2. Build strong relationship with both attorneys and the judiciary
3. Re-assess staffing levels to ensure a reasonable work load for staff
4. Be responsive to newly-recognized needs for new services
5. Seek efficiencies wherever they can be found, and change/abandon outmoded ways of doing things as appropriate
6. Focus on staff retention by offering educational opportunities and fostering a happy and hospitable work environment

Our 5 Year Organizational Goal:
1. Address succession planning for major leadership roles

Below are goals for each division:

Legal Enforcement Goals

The Legal Enforcement management team has identified division goals and objectives to achieve within the timeframes stipulated in this plan.

Work progress will be consistently monitored to make changes where necessary when various benchmarks indicate a need for a new direction. This will ensure that the actions are aligned with accomplishing the goals outlined.

Our 1 Year Division Goals

Creating a positive work culture that shares both the employees' and business principles and ideologies.

1. Ongoing efforts to train/coach staff
2. Consistently rank 1st, 2nd or 3rd paying case rate for the FOCAS Program
3. Cross training of non-attorney staff
4. Streamline parenting time enforcement cases
5. Expansion of online application submission
6. Ensure attorneys' time is being optimized for legal work
7. Ensure review/adjustment program is timely in processing cases

Our 3 Year Division Goals

Continue to provide excellent customer service and efficient communication.

1. Better Serve customers by web chats, Skype, etc.
2. Case Management System for Application Cases
3. Expand communication technology (texting court and appointment notices)

Our 5 Year Division Goals

Expand services provided to the Harris County constituents.

1. Attorney Amicus Work
2. Possible Modifications of Possession/Access or Child Support (application cases)
3. Accepting cases into the FOCAS program without the waiver
4. All goals listed above

Community Supervision Goals

Our 1 Year Division Goals

1. Increase monthly collection ratio
2. Find avenues to assist probationers with employment searches
3. Launch monthly orientation for new probationers
4. Expand services with other partnerships
5. Enhance quality of our service
6. Implement kiosk lobby check-in

Our 3 Year Division Goals

1. Reduce the rate of revocations
2. Increase the annual collection ratio
3. Technology/Office automation improvements
4. Hire a full-time employment specialist

Our 5 Year Division Goals

1. Set new annual collection ratio goals
2. Measure quality of success of year 1 and 3 goals
3. Expand and improve partnerships

Family Court Services Goals

Our 1 Year Division Goals

1. Maintain the number of custody evaluations we currently perform by continued outreach to new judges and attorneys
2. Seek methods to work more efficiently on custody evaluations to increase the volume of work per evaluator
3. Focus on staff retention by offering educational opportunities and fostering a happy and hospitable work environment
4. Maintain current level of mediations scheduled each day, and continue to look for ways to reduce resets/no shows

5. Maintain high standards of quality for services provided, and clearly communicate our commitment to meeting deadlines and providing services when promised
6. Begin search for successor to FCS Director due to anticipated retirement in late Winter, 2021

Our 3 Year and 5 Year Division Goals

1. Accommodate whatever volume of custody evaluations and referrals for mediation we are receiving in the future, which we anticipate will continue to grow due to ongoing efforts to build strong relationship with both attorneys and the judiciary
2. Regularly re-assess staffing levels to ensure a reasonable work load for FCS staff, and to permit FCS to sustain a high level of quality in services provided
3. Be responsive to newly-recognized needs for new services, or of need to stop offering services for which there is little to no demand, or which have otherwise become unsustainable
4. Seek efficiencies wherever they can be found, and change/abandon outmoded ways of doing things as appropriate
5. Focus on staff retention by offering educational opportunities and fostering a happy and hospitable work environment
6. Have a well-qualified Director at the helm of FCS

Supervised Visitation Program Goals

Our 1 Year Division Goals

1. Increase DRO SVP awareness and maintain up-to-date literature
2. Provide form Order for SV and Referral Services by & through the DRO to all Family Courts, IV-D Courts, and Intake office on the 17th Floor of the Civil Courthouse
3. Enhance social media presence and website
4. Conserve strong sense of SVP office and site workers' morale and enthusiasm
5. Conserve and enhance staff expertise
6. Streamline intake procedures
7. Stay ahead of the competition
8. Increase number of site locations throughout Harris County
9. Hire and train additional site employees as new sites come online

Our 3 Year Division Goals

1. Assess for private services
2. Develop safe exchange program
3. Expand training at Visitation Sites (e.g., shadowing)
4. Expand referral services as needed
5. Increase DRO SVP awareness and maintain up-to-date literature
6. Enhance social media presence and website
7. Conserve strong sense of SVP office and site workers' morale and enthusiasm
8. Conserve and enhance staff expertise
9. Stay ahead of the competition
10. Increase number of site locations throughout Harris County
11. Hire and train additional site employees as new sites come online
12. Install up-to-date software

Our 5 Year Division Goals

1. Open satellite office for SVP Intake
2. Go electronic at Visitation Sites
3. Increase DRO SVP awareness and maintain up-to-date literature
4. Enhance social media presence and website
5. Conserve strong sense of SVP office and site workers' morale and enthusiasm
6. Conserve and enhance staff expertise
7. Stay ahead of the competition
8. Increase number of site locations throughout Harris County
9. Hire and train additional site employees as new sites come online
10. Install up-to-date software

Supervised Visitation Financial Goals

1. Assess for additional available grant-funding for SVP
2. Revise business plan and financial projections, as needed
3. Create and continually update policies and procedures for how grant funding must be used and accounted
4. Create user-friendly forms, spreadsheets, and reports to track and control grant activity and evaluation
5. Address problems before they become a crisis
6. Conduct internal audits

Our Key Projects

- Development of case management system for The Visitation Center

- Renewal of Office of Attorney General contracts

- Ongoing enhancement of website

- Open two more sites of The Visitation Center

- Ongoing marketing and education of the bar

Our Key Performance Measures

- Child support paying case rate (by person)

- Child support services – customer service (working on ways to measure this)

- Resolution rates (Mediation)

- Parenting time compliance

- Mediations completed

- Child custody – percentage of recommendations adopted

- Adoption evaluations – percentage of recommendations adopted

Our Hiring Strategy

- Staff reflects demographic makeup of Harris County

- Stipend to attract bi-lingual staff

- Screening through Executive Director – "bring me your best"

- Accountability for poor hires

- Benefits and approach attract quality candidates

- When possible, hiring people who demonstrate "growth mindset" and want to work with families

- Entry level positions for customer service reps, which can qualify one for advancement

Skill Sets Needed

- Technical skills required for role

- Customer service

- Communication

- Desire to work with families

Our Staff Development Strategy

- Monthly training for every section

- Requirement to attend three HR classes per year

- Annual evaluation of staff (with more frequent for new hires)

- Annual staff meeting includes training components

- Funding for Continuing Education to maintain licensure

Our Retention Strategy

- Competitive salaries and generous benefits

- Merit raises

- Free parking

- Attractive, spacious office space

- No overtime required; ability to bank time, even if exempt

- Free shirts with DRO

- Luncheons

- Alternative summer and holiday schedule

- Vouchers for flexible schedules in recognition of managing sick time

- Professional Days

- Monthly office events

- Flexible arrival/departure times

- Pay membership fees for State Bar of Texas and Houston Bar Association

Our Succession Planning Strategy

- First option for senior leadership roles is internal promotion

- If qualified internal candidate cannot be found, county-wide or national search would be initiated

Our Leadership/Management Strategy

- Emotional intelligence driven

- Results and accountability

- Values driven

- Communication with judiciary system

- Knowledge of Texas family law

- Customer service driven

Our Marketing Strategy

- Website

- Brochures for each service, available in English and Spanish

- Brochures distributed in libraries, jury assembly room, and courthouse

- Presentations in Community

- Phone book

- Courts and private family bar

- Executive director who is active in key leadership roles within family law; e.g., Board Member of Houston Bar Association family law section, Board member of Texas Association Domestic Relations Office, Member of Gulf Coast Family Law Specialist, contributing commentator for Sampson and Tindall Texas Family Code, Contributing Member of State Bar of Texas Family and Probate Pattern Jury Charges, Member of the Texas Academy of Family Law Specialists, Board Certified in Family Law by the Texas Board of Legal Specialization

Our Revenue Strategy

- Fee for service

- Grants

- Office of Attorney General contract

- Filing Fees

Our Delivery Strategy

- In partnership with state, monitor child support on Day 1

- Up the level customer complaint approach – listen to it at every level before escalating to Executive Director

- Lawyers are able to delegate work to non-lawyers, preserving their time for tasks requiring high degree of legal expertise

Our Partnerships

- Harris County Commissioners Court

- Family Judiciary

- Office of the Texas Attorney General

- ESCAPE Family Resources (parenting workshops)

- Harris County District Clerk

- Texas Department of Family and Protective Services

- Texas Department of Public Safety

- Houston Galveston Institute (counseling agency)

- The Council on Recovery (substance abuse counseling)

- Aid to Victims of Domestic Abuse

- Depelchin Children's Center (parenting class; free child counseling)

- Harris County Youth and Family Services

- Texas Workforce Commission

- Texas AgriLife (budget management classes for probationers)

Our Security Strategy

- Cameras are located in all elevator lobbies, entrances and exits and internal hallways

- Retain tapes on rotation basis

- Each reception is secured by locked door; entrance only with permission

- Screening of all clients for domestic violence

- Constable in first floor lobby

- Panic buttons installed under all reception desks

- Windows in every office where client meetings take place

- All clients who come into building are escorted by staff member

- Internal paging system

- Posted elevator and lobby notices that guns are not allowed on floors 6, 7, and 10

- Card entry for all internal offices

Our Quality Strategy

- Leadership oversight of all evaluation reports before filing – extra layer of security

- Set sights on recognition

- Outside audit

Our Technology Strategy

- Service request through website

- Probationers can report via internet

- Online payment of fees

- Online submission of questionnaires

- Plans as centralized resources allow for kiosks for in-person check-in of probationers, chat with child support enforcement cases

- Plans for case management system for visitation center

Our Operational Strategy

- Executive Director oversees all functions

- Internal HR function

Appendix A: Revenue History and Projections

	General Fund	Access Visitation Grant	ICSS	Family Protection Fee	State Case Registry	Supervised Visitation	Total
2017 -18	3,500,000	90,000	2,388,000	35,000	-		6,013,000
2018 - 19	3,600,000	103,000	2,476,000	35,000	5,895		6,219,895
2019-20	3,780,000	97,850	2,568,000	95,000	8,900	390,013	6,549,750
2020 - 21 (Projected)	3,893,400	87,550	2,632,000	35,000	10,000	390,013	7,047,963

Appendix B: Methodology for Strategic Planning

Three sources were utilized to create and shape this strategic plan:

- Executive Director David Simpson, J.D.
- Strategic Planning Team, comprised of division heads and managers – all leadership roles
- Data collection which included interviews with key stakeholders, customer service data and compliance/KPI data

The leadership team worked with an outside consultant to identify key components of the plan.

821-TEXAS A&M AGRILIFE

Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	-3.6%
		FY 20 Adopted Budget Per Capita (Harris County):	$0.16

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$900,000	$950,000	$950,000	$950,000	$750,000	$750,000
Final Adjusted	$1,132,226	$1,296,451	$1,382,522	$1,227,805	$1,286,575	$1,261,411
Rollover Received	$231,341	$335,712	$433,477	$522,351	$381,704	$386,411
Rollover % of Adopted	26%	35%	46%	55%	51%	52%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$572,620	$657,092	$711,614	$728,732	$716,195	$424,027
Non-Labor/Transfers	$218,999	$201,980	$118,971	$108,513	$160,770	$55,799
Actual Spent	$791,619	$859,072	$830,584	$837,245	$876,965	$479,826

Adopted Budgets & Expenditures

Annual Rollover
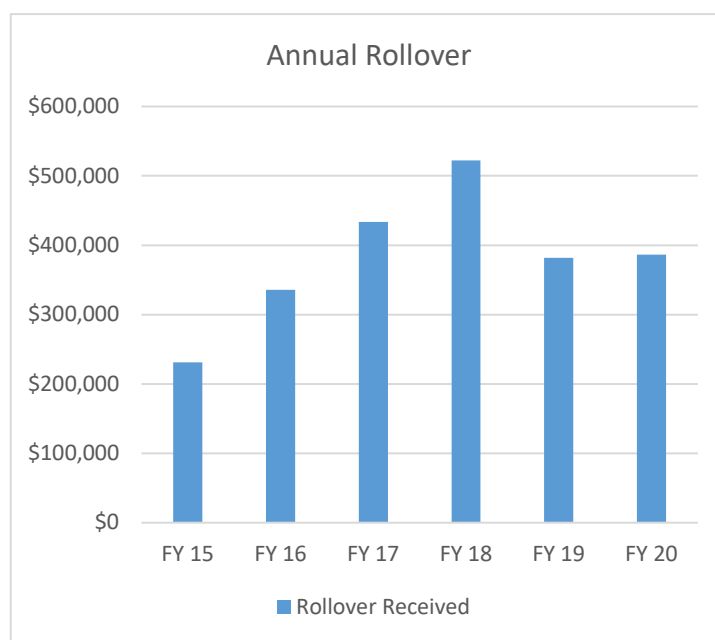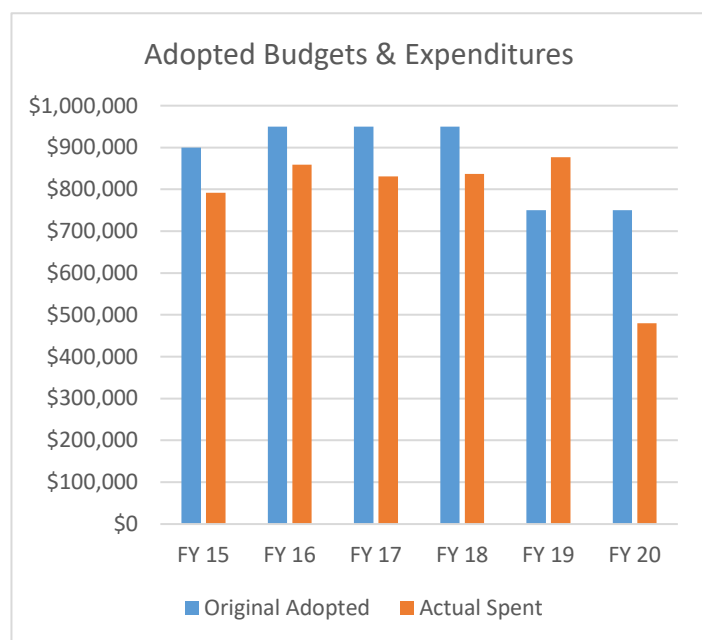
FY20 Rollover as a % of FY20 Adopted Budget: 51.5%

Other Department Resources

| Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**1**	**$7,379**	**$79,679**
1020-PUBLIC IMP CONTINGENCY FUND	0	$0	$9,920
2220-FAMILY PROTECTION	1	$7,379	$69,760

PERSONNEL SUMMARY FOR TX A&M AGRILIFE EXTENSION SERVICE

All Department Funds
as of November 2019
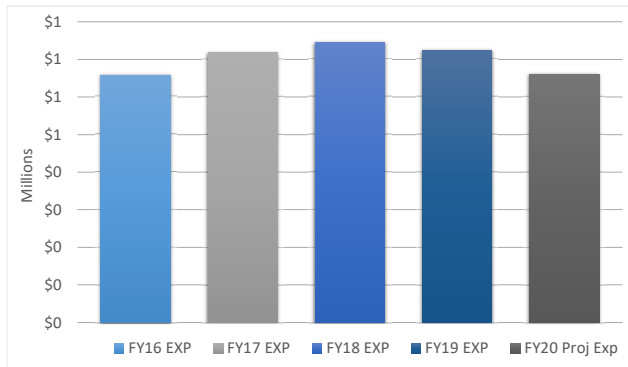
Annual Labor Expense

Total Number of Positions

Compared at MARCH of each year. Current = NOVEMBER 2019
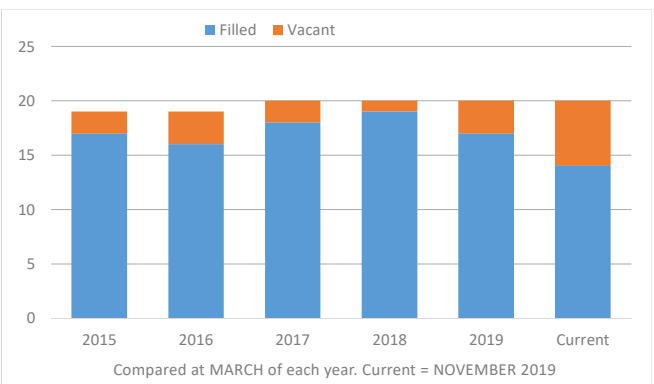
Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	8	5.7%	5.7%
Sept 2017	8	7.5%	3.7%
Sept 2016	7	6.1%	2.0%
Sept 2015	7	16.7%	3.9%
Sept 2014	7	17.3%	3.2%

	Filled	Vacant	Total
R32+	14	6	20
Part	0	0	0
Temp	0	0	0

Retirement Eligibility

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Number of Employees by Age

Department-Provided Information

Harris County Extension Organization Chart

TEXAS A&M AgriLife EXTENSION

PRAIRIE VIEW A&M UNIVERSITY
COLLEGE OF AGRICULTURE AND HUMAN SCIENCES
Cooperative Extension Program

Texas A&M AgriLife District Extension Administration
E. Zimmerman

Harris County Commissioners Court

Harris County Extension Director
D. Wright

Imagine Science Grant

CYFAR Grant
Jennifer Ramos
Vacant

Office Manager
D. Groce

Horticulture
R. Richter
P. WinsKi

Agriculture & Natural Resources
K. Perry
S. Dietz

Family & Community Health
S. Davis
Amanda Krippel
A. Alberto
T. Reed

Community Economic Development
Nate Peterson

4-H & Youth Development
F. Aubrey
B. Ivey
Vacant
J. Peaches
J Small

Expanded Food and Nutrition Education Program (EFNEP)
L. Pace

Emergency Management Extension Agent DAR
VACANT

Community Relations CEA
VACANT

Master Gardener Coordinator
B. Keller

Administrative Assistant
Vacant

Master Wellness Volunteers

Better Living for Texans
L. Jorgensen
K. Kennedy

4-H Volunteers

Extension Assistant
K. Ghaffar

Associates
E. Chila
A. Bradley
K. Williams
N. Garibay
Z. Giblin
E. Vasquez

Prairie View EFNEP
V. Harrison
T. McBride
P. Colbert
A. Harris

Master Gardener Volunteers

Horticulture Youth Program Assistant
M. Terry

Master Naturalist Volunteers

Administrative Assistant
S. Hubert

4-H/FCH Program Assistant
R. Johnson

Adult Assistants
M. Acosta
A. Hernandez
H. Hungbui
C. Hutchins
T. Jones
T. Taylor

Administrative Assistant
S. Caraway

Office Assistant
C. Gauthier

Grant Funded

State & Federally Funded

State Funded

County Funded

Federally Funded

State & County Funded

Form #1: Department Mission and Metrics

Department: **Texas A&M AgriLife Extension Service**
Dept. #:   821

Functional Area:

A) Department Purpose and Mission.
To help Harris County residents improve their lives by creating high-quality, relevant educational programs that encourage lasting and effective change. We provide programs, tools, and resources – local and statewide – that teach people how to improve agriculture and food production, advance health practices, protect the environment, strengthen our communities, and enrich youth.

B) Discuss your department's accomplishments in the last year.
Department appearance on "Great Day Houston" (Horticulture piece)
Renew MOU with Harris County Youth and Family Services to continue Juvenile Probation programs at BBRC, Leadership Academy, JJAEP, and Youth Village
Discussion with Harris County to create MOU with Texas A&M AgriLife Extension Service in order to detail each agencies' responsibilities
Monthly "Budget Management" presentation at Harris County Domestic Relations office
Partner with Houston Community College to expand our reach in the county without additional costs for programming space
Secured vehicle from Texas A&M AgriLife Extension Service and will be able to return county-owned vehicle to save county dollars
Obtained surplus furniture from Texas A&M AgriLife Extension Service to save county dollars
Partner with Texas Division of Emergency Management (TDEM) to assist with Disaster Assessment and Recovery efforts throughout Harris County
Hosted the Texas Community Futures Forum (TCFF) to identify issues that are important to Harris County residents and determine how our department can address those issues.
Recipient of CYFAR (Children, Youth, and Families At Risk) grant dollars to enhance the health of at-risk teens in Harris County. The goals are for teens (14-19) to be taught to acquire sound dietary habits by learning and teaching others about food preparation and nutrition, apply science, math and reading through planning, caring, and harvesting demonstration home gardens, and become college-ready through mentoring by college students, and to learn about the variety of Extension careers through hob shadowing and internships. The total CYFAR participants for 2019 is 84 (52 Hispanic, 26 African American, 6 Other)
Our department served 147,612 Harris County residents directly through our educational programming. It should be noted that these numbers were reached while we've been displaced as a result of Hurricane Harvey.
Our department has 17,559 Youth participating in 4-H school enrichment programs
Community and Economic Development program has provided 11 educational programs to 218 Harris County residents (First-time homebuyers, Certified HUB vendor, Businesses In Development)
Better Living for Texans has provided 19 educational programs to 320 Harris County residents (Health & Wellness, Nutrition, Food Safety)
Family and Community Health has provided 62 educational programs to 1,132 Harris County residents (Health & Wellness, Diabetes Education, Parenting, Family Mealtime)
Agriculture/Natural Resources and Horticulture has provided 31 educational programs to 1,598 Harris County residents (Urban Food Production, Community Gardens)
EFNEP (Expanded Food & Nutrition Education Program) has provided educational programming to 4,034 Harris County Adult residents and 6,649 Harris County Youth residents (Nutrition, Stretching Food Budget, Food Safety)

C) Discuss actions taken to drive efficiency and productivity in your department.
Reduced number of support staff and restructured existing staff to maximize productivity. Created support staff "pool" so that fewer staff can assist with same workload.
Secured additional grants and positions to save county dollars
Partnered with HCC (Houston Community College) to have access to all their 26 sites for hosting educational programs to reach even more Harris County residents in all 4 precincts
Added 2 new BLT (Better Living for Texans) positions that are funded with state dollars but serve Harris County residents
Added 1 new DAR (Disaster Assessment & Recovery) position that is state funded but serves Harris County residents

D) Describe any new responsibilities your department assumed this year.

Imagine Science Grant partnership – collaborating with Boys & Girls Clubs, YMCA, and Girls, Inc.
Hosting the 2019 Ag Summit; State of SE Texas Agriculture in partnership with the Houston Livestock Show and Rodeo
Planning and hosting the "National Urban Extension Leaders" conference. First time held in Houston, 3-day National Conference to be held in August 2020
Responsibility with assisting the "Texas Division of Emergency Management" to perform site inspections for their "Public Assistance Program".
Performed 86 "Rebuild Texas" phone visits and 22 "Rebuild Texas" site inspections

E) Specify any costs your department incurred this or last year that you won't have next year.
Monthly lease payments to Prairie View A&M University for temporary space leased due to Hurricane Harvey
John Deere Utility Vehicles returned to the county
Chevy Tahoe returned to the county (replaced with state-owned vehicle)

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.
Monthly Staff Conferences for key updates to all staff
District and Regional Professional Development Workshops and Conferences
Annual Performance Appraisals for all staff
Mid-Year Performance Appraisals for Agents

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.
Program Surveys to measure attendee satisfaction
86% of Youth and 92% of adults that participated in Nutrition Education programming indicated an improvement in their nutritional practices
Pre / Post surveys
Customer Satisfaction Surveys
Program Area Committees / Task Forces
Texas Community Futures Forum

H) Org Chart
Attach a one-page Org Chart for your department.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: | **Texas A&M AgriLife Extension Service**

FY19/20 General Fund Adopted Budget:	$750,000
Rollover Budget Received in FY19/20:	$386,411

	List and Describe the Functions/Services Provided By Your Department	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Labor and Benefits - Administrative	$297,065	6	0		0.0%		No
2	Labor and Benefits - Agriculture / Horticulture Agents & Program Coordinator	$158,311	4	0		0.0%		No
3	Labor and Benefits - 4-H and Urban Youth Development Agents and Program Assistant	$106,705	3	0		0.0%		No
4	Labor and Benefits - Family & Community Health Agents	$54,384	2	0				No
5	Labor and Benefits - Wildlife Damage Management Biologist	$0	0	1	$64,840	100.0%	2	Yes
6	Services and Other - Leased Office Space Costs	$72,000			$132,800	184.4%	1	Yes
7	Transportation & Travel	$40,000						No
8	Materials & Supplies (Office Supplies and Equipment)	$60,000						No
9	Utilities	$1,500			$5,000	333.3%	3	Yes
	Department-Estimated Totals	**$789,965**	**15**	**1**	**$202,640**	**25.7%**		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **Texas A&M AgriLife Extension Service**

Functional Area: Labor and Benefits – Wildlife Damage Management Biologist
Dept. Funding Priority #:   2

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		64,840
Other Recurring Costs		
Total Request	$	**64,840**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
From 10/01/2015 – 09/30/2019, the Wildlife Services Department of Texas A&M University received 24,939 inquiries regarding various wildlife species from Harris County residents. A "Wildlife Damage Management Biologist" position will be created to serve the residents of Harris County by planning, developing, and implementing Wildlife Damage Management programs and activities. The position will establish and maintain cooperative relationships with numerous agencies, organizations, institutions, groups, and individuals in and around the county to partner with and conduct educational programming.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The funding will be used to provide a portion of the position's salary and benefits with the other portion being paid by state funds. The county portion would equal $64,840.00 and the remainder of the amount ($90,040.00) will be paid out of the Wildlife Services Department of Texas A&M University. The Wildlife Services department will also provide a state-owned vehicle for the position as well as health coverage, materials and supplies, and travel costs.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
A summary was provided by the Wildlife Services Department of Texas A&M University that details inquiries made by residents throughout the state of Texas and then broken down by counties within the state to elaborate on the number of inquiries by species of wildlife. The top 3 species in Harris County were Coyotes, Raccoons, and Feral Swine.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Program summaries, program reports, customer satisfaction surveys, pre and post knowledge surveys, wildlife behavior score codes.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Annual reports
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Wildlife Damage Management Biologist, $64,840, 26 pay periods
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Texas A&M AgriLife Extension Service**

Functional Area: Services and Other – Leased Office Space Costs
Dept. Funding Priority #:   1

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		
Other Recurring Costs		132,800
Total Request	$	**132,800**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
As a result of Hurricane Harvey, our building located at 3033 Bear Creek Drive – Houston, TX 77084 was completely destroyed. Our department has been housed at a temporary facility located at 9449 Grant Rd – Houston, TX 77070 since September 2017 and has occupied approximately 2,500 square feet in that building. Real Property Division has located a larger facility, approximately 8,500 square feet, at 13105 Northwest Freeway – Houston, TX 77040. The funding requested to cover the lease costs to occupy that building for 1 year is $127,800.00. We are also requesting $5,000.00 to cover 1 year of storage facilities. Storage is needed to store items that cannot be stored at the leased office space due to space constrictions.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The funding will be used to pay the annual lease costs. The building will have a 5-year lease, ending in 2025
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
N/A
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
N/A
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Commissioner's Court approved the 5-year lease on 10/29/2019
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

__Note:__ For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Texas A&M AgriLife Extension Service**

Functional Area: Utilities
Dept. Funding Priority #:   3

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		
Other Recurring Costs		5,000
Total Request	$	**5,000**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
At our current temporary facility, we are not utilizing the county phone system, therefore we are not incurring a monthly telephone system charge. When we move, we will be back on the county system and will incur those monthly charges for the phone and network systems. The funding is needed to pay the monthly fees associated with those services.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The funds will be used to pay the monthly phone charges for the phone systems located at 13105 Northwest Freeway – Houston, TX 77040
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
N/A
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
N/A
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
N/A
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
N/A
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

272-POLLUTION CONTROL DEPARTMENT

Data as of: 11/11/2019

Avg. Annual Budget Increase Last 5 Years: 7.5%

FY 20 Adopted Budget Per Capita (Harris County): $1.18

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$3,850,000	$4,050,000	$4,177,000	$4,260,000	$4,315,000	$5,531,000
Final Adjusted	$3,969,848	$4,178,059	$4,379,964	$4,478,790	$4,530,852	$5,964,756
Rollover Received	$109,827	$128,003	$201,956	$215,308	$215,678	$185,756
Rollover % of Adopted	3%	3%	5%	5%	5%	3%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$3,547,475	$3,721,269	$3,867,177	$3,928,104	$4,039,983	$2,899,031
Non-Labor/Transfers	$292,712	$253,464	$286,107	$317,519	$301,942	$302,458
Actual Spent	$3,840,187	$3,974,733	$4,153,285	$4,245,623	$4,341,925	$3,201,489

Adopted Budgets & Expenditures

Annual Rollover
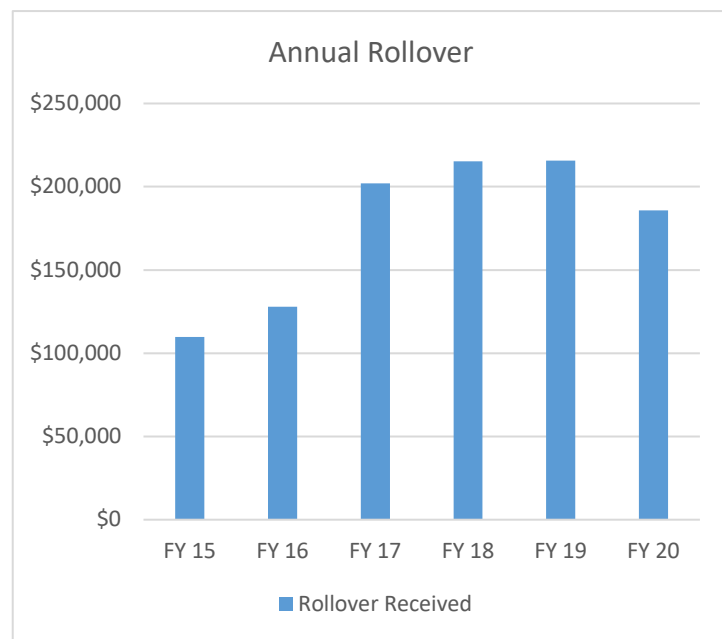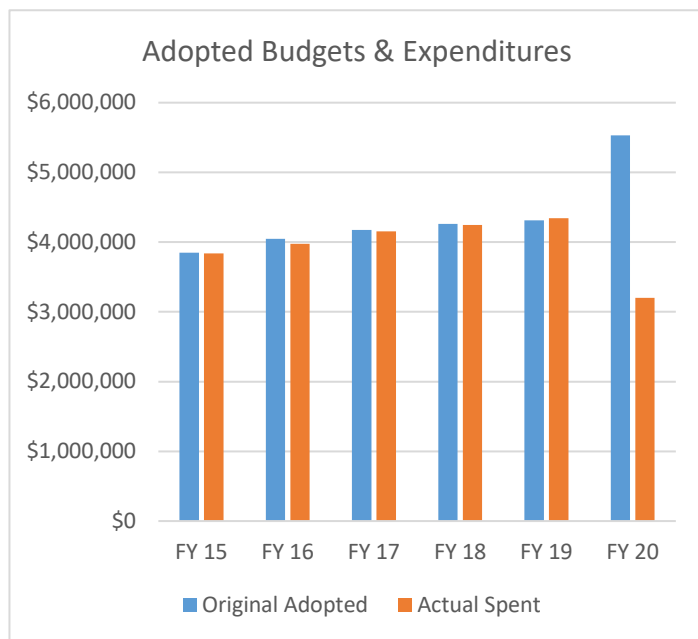
FY20 Rollover as a % of FY20 Adopted Budget: 3.4%

Other Department Resources

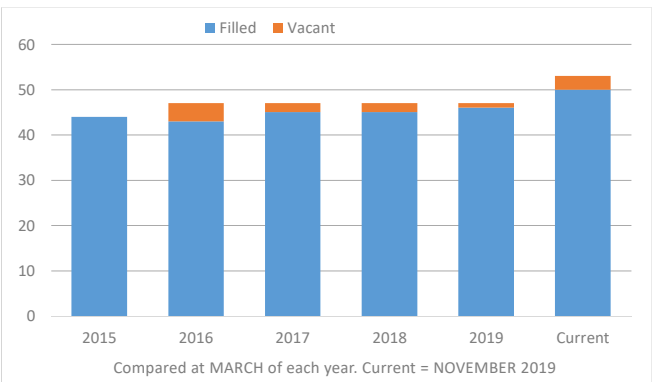| Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**2**	**$321,845**	**$2,054,263**
1020-PUBLIC IMP CONTINGENCY FUND	0	$0	$1,000,000
2370-DONATION FUND	0	$0	$39,016
2510-POLLUTION CONTROL DPT MITIGATION	0	$46,197	$531,507
2530-PCS TCEQ SEP FUNDS	0	$78,931	$3,336
28A0-ENVIRONMENTAL RESTITUTION	2	$195,066	$480,403
7234-FLOOD OF MAY 2015	0	$1,651	$0

PERSONNEL SUMMARY FOR POLLUTION CONTROL SERVICES

All Department Funds
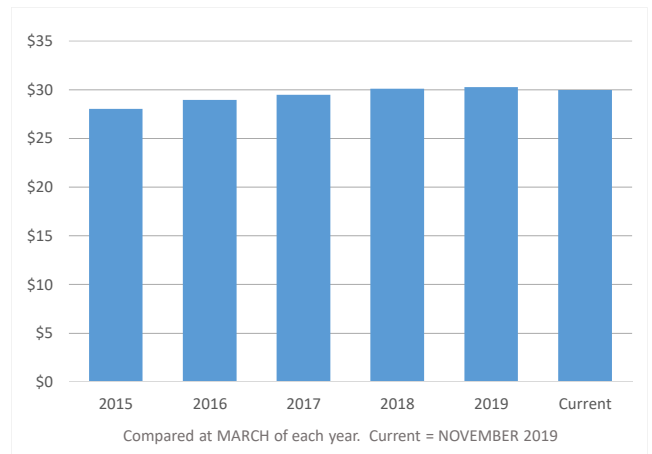as of November 2019
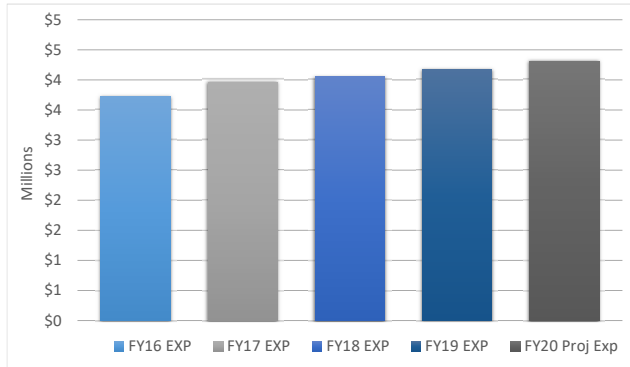
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Legend: Filled, Vacant

Compared at MARCH of each year. Current = NOVEMBER 2019

Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	42	3.6%	3.6%
Sept 2017	37	6.8%	3.4%
Sept 2016	36	11.1%	3.6%
Sept 2015	34	15.7%	3.7%
Sept 2014	33	19.9%	3.7%

	Filled	Vacant	Total
R32+	50	3	53
Part	0	0	0
Temp	0	0	0

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

30%, 31%, 13%, 9%, 17%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

24%, 12%, 8%, 28%, 28%

Number of Employees by Age

Categories: <25, 26-35, 36-45, 46-55, 56-65, >65

Department-Provided Information

DIRECTOR

Operations & Policy Deputy Director

Manager Operations & Permits
- Air Supervisor
  - Air Coordinator
  - Air Permits Specialist (1)(1)
- Solid Waste Specialist
- Water Specialist
- Emission Event Specialist (1)(1)

Manager Administrative Services
- Administrative Secretaries (4)
- Custodian

Manager Compliance
- Training Coordinator
- Compliance Coordinator (1)(2)
- Enforcement Coordinator
- CRM Administrator

Manager Communications Media Relations
- Social Media Specialist
- Public Engagement Specialist
- Graphic Designer
- Data Analyst

Toxicologist

Executive Assistant

Technical Deputy Director

Manager Field Section
- Supervisor Multi Media (1)(1)
  - Investigator I (2)
  - Investigator II (2)
  - Investigator III (6)

Manager Storm Water
- Sampling Coordinator
- Water Coordinator
- Investigator I (2)(1)
- Investigator II (2)(3)

Manager Emergency Response
- Monitoring & Surveillance (3)
- Emergency Response Specialist (4)(3)

Manager Laboratory Services
- Lab Sample Custodian
- Supervisor Wet Lab
  - Chemist (3)(2)
- Supervisor Instrumentation Lab
  - Chemist (1)(3)
- QA/QC Coordinator
  - LIMS Administrator

Form #1: Department Mission and Metrics

Pollution Control Services - 272

A) Department Purpose/Mission

Pollution Control Services mission is to protect the citizens of Harris County from environmental impacts through firm, consistent enforcement of state and federal regulations. PCS ultimate goal is clean air, water and proper management of waste.

B) Discuss your department's accomplishments in the last year.

Successfully secured CIP funds to update and modify ambient air monitoring equipment, enhance PCS' emergency response capabilities, update and increase PCS lab capabilities. Also, secured funds to increase staff to accommodate the effective implemention of upgrades and enhanced capabilities. PCS is currently in the process of filling positions for those upgrades.

C) Discuss actions taken to drive efficiency and productivity in your department.

See B above- Performance metrics are being reevaluated to assist with this as well.

D) Describe any new responsibilities your department assumed this year.

PCS, having secured funding for upgrades/modifications/additions to our ambient monitoring capabilbities, is adding staff to implement and carry through with air monitoring and make available real-time monitoring data to the citizens of Harris County.   Included in providing realtime air monitoring data is also providing a platform to host air monitoring data from Harris County and other monitoring entities that will agree to participate (ie - web site). PCS is also upgrading our lab capabilities, by modernizing analytical equipment and adding staff in anticipation of increased lab analysis.

E) Specify any costs your department incurred this or last year that you won't have next year.

Ozone monitors, boat trailer, ITC response

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

Each section has job performance metrics in place to both set standards for job functions and to evaluate performance. Example - the field investigators, to effectively keep supervisors aware of issues noted in the field, are to note in PCS tracking system within a specified time, to alert the manager of an upcoming notice to be sent. Another example is regarding the laboratory analysis. SOPs prescribe a number of time frames and types of documentation required for analysis to meet standards. These criteria are used to evaluate lab staff on their duties. Complaint investigations, routine investigations, VNs issued, permitting actions, CAO referrals, water samples collected, MS4 obligations, lab analysis completed- are all examples of current performance metrics and are retrievable from internal tracking databases and PCS' recently implemented CRM platform which stores the applicable information.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

Emergency Responses, citizen complaints received including after hour complaints; FY19 ER - 103, Complaints 1825 (1012 air, 327 waste, 462 water, 24 other); FY20 as of 10/29/19 - ER 92, 1285 complaints (791 air, 229 waste, 234 water, 31 other)

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 272 - Pollution Control

FY19/20 General Fund Adopted Budget:	$5,531,000
Rollover Budget Received in FY19/20:	$185,756

#	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Field Services-- Respond to citizens complaints and routine sampling (regular Field Investigations). A new Field Supervisor position is scheduled to be filled in FY21/22 as approved by CC in September 2019.	$1,011,782	12	0	$0	0.0%		
2	Stormwater Monitoring--Sample dry weather and wet weather screening as well as storm event sampling to ensure compliance with Harris County's Stormwater Permit (Stormwater Inspections). The "Requested # of Additional FTEs to Fund" and the associated funding amount represent the GAP analysis position that we expect to add during fiscal 2020/21.	$671,063	7	1	$76,655	11.4%	7	Yes
3	**New monitoring and surveillance program** that will conduct ambient air monitoring on non-emergency event days as well as assist with monitoring during industrial emergencies. The "Number of Existing FTEs" includes one approved GAP analysis position that is scheduled to be filled in the current fiscal year. The "Requested # of Additional FTEs to Fund" and the associated funding amount represent the GAP analysis positions that we expect to add during fiscal 2020/21.	$75,541	1	2	$154,082	204.0%	1	Yes
4	Emergency Response-- Actively respond to hazardous materials incidents of all media. Support air monitoring to evaluate potential to adversely impact the citizens of Harris County (Emergency Event Specialist). These responders will also work with the new monitoring and surveillance program to conduct ambient monitoring and training. This includes a new Manager- ER to provide guidance and training. The "Number of Existing FTEs" includes two approved GAP analysis positions that are scheduled to be filled in the current fiscal year. The "Requested # of Additional FTEs to Fund" and the associated funding amount represent the GAP analysis position that we expect to add during fiscal 2020/21.	$495,616	6	1	$79,614	16.1%	2	Yes
5	Compliance---Evaluation of permitted facilities and ensure compliance with environmental regulations of other entities. This group also maintains the CRM database. The "Number of Existing FTEs" includes two approved GAP analysis positions that are scheduled to be filled in the current fiscal year. The "Requested # of Additional FTEs to Fund" and the associated funding amount represent the GAP analysis positions that we expect to add during fiscal 2020/21.	$485,913	5	2	$187,268	38.5%	3	Yes
6	Permits and Technical Services--Technical review of permits (air, water, solid waste) and the performance of emission event investigations via reported information and facility inspections. The "Requested # of Additional FTEs to Fund" and the associated funding amount represent the GAP analysis position that we expect to add during fiscal 2020/21.	$582,532	6	1	$77,041	13.2%	5	Yes
7	Coordination of Ozone monitors and maintenance of their effective operation.	$79,574	1	0				

Department: 272 - Pollution Control

		FY19/20 General Fund Adopted Budget:	$5,531,000		
		Rollover Budget Received in FY19/20:	$185,756		

#	Description							
8	Admin--Intake of complaints and performance of administrative duties that keep the department's database in order and the function of routine duties; includes custodian of lab glassware	$449,628	6	0				
9	Lab--Perform laboratory analytical task for organic and inorganic parameters needed to evaluate permits and support the verification of compliance violations; includes sample custodian. The "Number of Existing FTEs" includes one approved GAP analysis position that is scheduled to be filled in the current fiscal year. The "Requested # of Additional FTEs to Fund" and the associated funding amount represent the GAP analysis positions that we expect to add during fiscal 2020/21.	$963,534	10	3	$255,279	26.5%	4	Yes
10	Deputy Director- Operations & Policy-- This new position will govern the efforts associated with functionality and compliance of subjects and managing intake and cataloging of information associated with PCS activities. The "Requested # of Additional FTEs to Fund" and the associated funding amount represent the GAP analysis position that we expect to add during fiscal 2020/21.	$0	0	1	$140,197		6	Yes
11	Deputy Director-- Technical -- This position will be modified from the existing position to concentrate on the governance of the response and analytical aspects of PCS activities	$130,713	1					
12	Communications & Media Relations-- This section will lead the development of transparent communication of PCS activities with citizens, NGOs and elected officials. This section will effect the presence and branding of PCS across the county. The "Number of Existing FTEs" includes five approved GAP analysis positions that are scheduled to be filled in the current fiscal year.	$478,317	5	0				
13	Toxicologist-- This position will dedicate efforts for the research and establishment of actionable levels for chemicals of concern (in collaboration with HCPH). This person will assist internal and external entities with issues that require verification of hazardous classifications for enforcement and compliance. The "Number of Existing FTEs" includes one approved GAP analysis position that is scheduled to be filled in the current fiscal year.	$84,545	1	0				
14	Executive Assistant-- This position will assist the PCS Director to facilitate organized scheduling and oversight of departmental activities. This person will assist in meetings and budget development as required. The "Number of Existing FTEs" includes one approved GAP analysis position that is scheduled to be filled in the current fiscal year.	$103,119	1	0				
15	Director--The Director is responsible for the development and implementation of departmental policies, including community monitoring. The Director will aid in educating the public on various sources of environmental risk and preventive measures to protect their communities. The Director will serve as an advocate for sound environmental and pollution control policies at the local, state, and federal levels, thereby advancing the quality of life for all residents of Harris County.	$175,000	1	0				
Department-Estimated Totals		**$5,786,877**	**63**	**11**	**$970,136**	**16.8%**		

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **Harris County Pollution Control Services Dept.**

Functional Area: Pollution Control-- Environmental
Dept. Funding Priority #:   7

Funding Request*:

Start-Up Costs (One-time)	$	1,500
Cost of Positions (Recurring)		75,155
Other Recurring Costs		
Total Request	$	**76,655**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris County Pollution Control Services is increasing its staff to allow for proactive monitoring to establish a baseline for ambient air quality as well as water quality. The increase capabilities will also activate during emergency events to allow better, more timely response and transparent dissemination of information to the public on action levels and health information to protect families. **This request is a result of the Penta GAP Analysis report and was approved by CC on September 10, 2019**
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The addition to the wastewater monitoring group will allow more proactive monitoring at municipal wastewater treatment facilities as well as industrial facilities. The proactive program of composite monitoring can be reinstituted to establish a baseline of the water discharged to the receiving stream. During an emergency, discharge could include toxins from the facility as well as fire-fighting foam constituents. Third quarter FY.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The Clean Rivers Program produces a yearly Basin Summery Report that indicates the baseline health of the receiving streams in the region. This report provides a comprehensive analysis of the regional water quality and may be used to determine the overall improvement.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The additional proactive monitoring will increase sampling collections and produce more analytical results for the assessment of water quality of the region's impaired streams. An increase in sampling and maintain or reduce pollutant loading into HC watersheds.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
PCS will provide updates to court on a quarterly basis of the status of the proactive measure implemented.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Wastewater-- $75,155 (26 pay periods)
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
PCS is working with FPM and HCED on spacing. Three options have been provided – two of which would require modifying the existing shared space but these two options would not adequately address the need for the number of new positions approved on September 10th (29 new positions over the course of 24 months) to remain co-located with the EPH (division of PH).

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Harris County Pollution Control Services Dept.**

Functional Area: Pollution Control-- Environmental
Dept. Funding Priority #:   1

Funding Request*:

Start-Up Costs (One-time)	$	3,000
Cost of Positions (Recurring)		151,082
Other Recurring Costs		
Total Request	$	**154,082**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris County Pollution Control Services is increasing its staff to allow for proactive monitoring to establish a baseline for ambient air quality as well as water quality. The increase capabilities will also activate during emergency events to allow better, more timely response and transparent dissemination of information to the public on action levels and health information to protect families. **This request is a result of the Penta GAP Analysis report and was approved by CC on September 10, 2019.**
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The addition of the Monitoring & Surveillance positions will complete the team tasked with performing the ambient air monitoring in communities on "blue sky" days to establish background/baseline concentrations ultimately demonstrating the constant exposure for residents. The Monitoring & Surveillance team will also activate during emergency events to assist the Emergency Responders in air monitoring to allow a more comprehensive coverage of potentially impacted areas. First quarter FY
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Exposure data was requested from the community. Currently, there is a lack of data for residents in many neighborhoods. The addition, the data collected by these team members will be posted real-time on a centralized platform that the community will be able to access.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The measure of effectiveness will be the amount of data captured. Baseline data may be used to understand the potential health risk to those near (downwind) of the detection. This may also allow a health study on the level of illnesses diagnosed in the area and determination if there may be a connection to the chemicals emitted in the area.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
PCS will provide updates to court on a quarterly basis of the status of the proactive measure implemented.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Monitoring & Surveillance -- $75,541 (26 pay periods);   )
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
PCS is working with FPM and HCED on spacing. Three options have been provided – two of which would require modifying the existing shared space but these two options would not adequately address the need for the number of new positions approved on September 10th (29 new positions over the course of 24 months) to remain co-located with the EPH (division of PH).

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Harris County Pollution Control Services Dept.**

Functional Area: Pollution Control-- Environmental
Dept. Funding Priority #:   2

Funding Request*:

Start-Up Costs (One-time)	$	1,500
Cost of Positions (Recurring)		78,114
Other Recurring Costs		
Total Request	$	**79,614**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris County Pollution Control Services is increasing its staff to allow for proactive monitoring to establish a baseline for ambient air quality as well as water quality. The increase capabilities will also activate during emergency events to allow better, more timely response and transparent dissemination of information to the public on action levels and health information to protect families. **This request is a result of the Penta GAP Analysis report and was approved by CC on September 10, 2019.**
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The addition of the Emergency Response Specialist position will complete the emergency response team to allow better coverage of the county to monitor emission events that result in detections beyond facility fencelines as well as response to other hazardous materials incidents. Additionally, the ER team may participate in "blue sky" community monitoring to expand the monitoring span. In the event of an emergency, the ER team will be able to monitor in shifts if the event last longer than one operational period. First quarter FY.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The community has requested additional data on potential chemical exposure. There is currently a lack of air monitoring data in some areas. Increased monitoring with real time data will allow timely decisions on based on prescribed action levels. The addition of these positions will allow the data gathered in residential areas to post on a centralized platform that the community will be able to access to understand exposure potential is during a particular emergency.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The measure of effectiveness will be the amount of data captured. The data captured during an emergency event may be used to understand the potential health risk to those near (downwind) of the detection. This may also allow a health study on the level of illnesses diagnosed in the area and determination if there may be a connection to the chemicals emitted in the area.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
PCS will provide updates to court on a quarterly basis of the status of the proactive measure implemented.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Emergency Response Specialist-- $78,114 (26 pay periods);   )
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
PCS is working with FPM and HCED on spacing. Three options have been provided – two of which would require modifying the existing shared space but these two options would not adequately address the need for the number of new positions approved on September 10th (29 new positions over the course of 24 months) to remain co-located with the EPH (division of PH).

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Harris County Pollution Control Services Dept.**

Functional Area: Pollution Control-- Environmental
Dept. Funding Priority #:   3

Funding Request*:

Start-Up Costs (One-time)	$	3,000
Cost of Positions (Recurring)		184,268
Other Recurring Costs		
Total Request	$	**187,268**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris County Pollution Control Services is increasing its staff to allow for proactive monitoring to establish a baseline for ambient air quality as well as water quality. The increase capabilities will also activate during emergency events to allow better, more timely response and transparent dissemination of information to the public on action levels and health information to protect families. **This request is a result of the Penta GAP Analysis report and was approved by CC on September 10, 2019.**
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Solid Waste Coordinator will allow PCS to process violation notices faster and review violations for compliance while determining whether compliance is achieved or enforcement action needed. CRM Administrator – Main liaison between Universal Services and PCS for Customer Relation Management (CRM) database issues. The CRM Admin. will also QA/QC for data entered into CRM. Second quarter FY.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The Compliance Coordinator will expedite the resolution of violations either in-house or enforcement referral. The CRM Admin will expedite any database issues to allow paperwork completion.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The close out of reports and the timely processing of referral will indicate the effectiveness of these positions. The targeted minimization of CRM down-time will also increase productivity. The metrics will be the actual numbers of VNs, reports and referrals completed in a given time period.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
PCS will provide updates to court on a quarterly basis of the status of the proactive measure implemented.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Compliance Solid Waste Coordinator-- $87,503 (26 pay periods);   CRM Administrator-- $ 96, 765 (for 26 pay periods)
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
PCS is working with FPM and HCED on spacing. Three options have been provided – two of which would require modifying the existing shared space but these two options would not adequately address the need for the number of new positions approved on September 10th (29 new positions over the course of 24 months) to remain co-located with the EPH (division of PH).

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Harris County Pollution Control Services Dept.**

Functional Area: Pollution Control-- Environmental
Dept. Funding Priority #:   5

Funding Request*:

Start-Up Costs (One-time)	$	1,500
Cost of Positions (Recurring)		75,541
Other Recurring Costs		
Total Request	$	**77,041**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris County Pollution Control Services is increasing its staff to allow for proactive monitoring to establish a baseline for ambient air quality as well as water quality. The increase capabilities will also activate during emergency events to allow better, more timely response and transparent dissemination of information to the public on action levels and health information to protect families. **This request is a result of the Penta GAP Analysis report and was approved by CC on September 10, 2019.**
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
PCS has enhanced the method of conducting an emission event investigation. The additional Emission Event Investigator will allow more proactive inspection of STEERS reports compared to digital notifications sent out by the facilities. Increasing EE inspections will result in increased facility contact, including for events not exceeding a limit requiring formal notification. Tentative for second quarter of FY.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
An additional staff for EE evaluations will increase efficiency in the program. Number of formal reports, report times.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?75541
Evaluation will be to follow/track root causes for the assessment of similar incidents or trends. Metrics include this assessment as well as compliance (ie VNs issued per facility).
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
PCS will provide updates to court on a quarterly basis of the status of the proactive measure implemented.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Emission Event Investigator-- $75,541 (26 pay periods)
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
PCS is working with FPM and HCED on spacing. Three options have been provided – two of which would require modifying the existing shared space but these two options would not adequately address the need for the number of new positions approved on September 10th (29 new positions over the course of 24 months) to remain co-located with the EPH (division of PH).

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Harris County Pollution Control Services Dept.**

Functional Area: Pollution Control-- Environmental
Dept. Funding Priority #:   4

Funding Request*:

Start-Up Costs (One-time)	$	4,500
Cost of Positions (Recurring)		250,779
Other Recurring Costs		
Total Request	$	**255,279**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris County Pollution Control Services is increasing its staff to allow for proactive monitoring to establish a baseline for ambient air quality as well as water quality. The increase capabilities will also activate during emergency events to allow better, more timely response and transparent dissemination of information to the public on action levels and health information to protect families. **This request is a result of the Penta GAP Analysis report and was approved by CC on September 10, 2019.**
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The addition of laboratory Chemist (Instrumentation); Chemist (Wet Lab) and LIMS Administrator will increase the analytical capabilities in the lab and lend to obtaining accreditation for all analytical testing performed allowing the lab to provide more credible data and validation. The credibility of the data will have better reliability and add to litigation or comments on standards submitted to TCEQ or EPA. The addition of laboratory chemist (instrumentation and wet) will allow (and is needed) in order to begin new analytical methods (tests) such as Total Petroleum Hydrocarbons (TCEQ Method 1005), Oil and Grease (EPA Method 1664) and Semi-Volatiles (EPA Method 8270). The additional chemist(s) will also allow for future growth of laboratory capabilities. Another benefit of the funding will be an increase in sample load (i.e. more samples can be collected and submitted to the laboratory) which will result in more and better monitoring/surveillance of the environment. The addition of a LIMS Administrator will relieve other lab personnel of the extra duty of troubleshooting system issues. Throughput and efficiency of the laboratory will be increased since currently LIMS Administrator duties are being accomplished via the Laboratory Manager and QA Officer. Second quarter FY
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The increase in monitoring will create an uptick in sample analysis, thus the need for increased laboratory personnel.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The LIMS Admin. will be evaluated by the up-time of the system that will enable the lab to process samples in a timely manner. The productivity of the analyst will be determined by the number of samples run in-house which will decrease the number of samples outsourced which will reduce cost.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
PCS will provide updates to court on a quarterly basis of the status of the proactive measure implemented.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Chemist (Instrumentation)-- $76,827 (26 pay periods);   Chemist (Wet Lab)-- $ 76,827; LIMS Administrator-- $91,336   (for 26 pay periods)
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
PCS is working with FPM and HCED on spacing. Three options have been provided – two of which would require modifying the existing shared space but these two options would not adequately address the need for the number of new positions approved on September 10th (29 new positions over the course of 24 months) to remain co-located with the EPH (division of PH).

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Harris County Pollution Control Services Dept.**

Functional Area: Pollution Control-- Environmental
Dept. Funding Priority #: 6

Funding Request*:

Start-Up Costs (One-time)	$	1,500
Cost of Positions (Recurring)		138,697
Other Recurring Costs		
Total Request	$	**140,197**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Harris County Pollution Control Services is increasing its staff to allow for proactive monitoring to establish a baseline for ambient air quality as well as water quality. The increase capabilities will also activate during emergency events to allow better, more timely response and transparent dissemination of information to the public on action levels and health information to protect families. **This request is a result of the Penta GAP Analysis report and was approved by CC on September 10, 2019.**
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
This Deputy Director- Operational & Policy position will govern the efforts associated with functionality and compliance of subjects and managing intake and cataloging of information associated with PCS activities. The Deputy Director- Operational & Policy will be responsible for the metric development and analysis for the department. First quarter FY.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
This position will ensure the governing metrics are applicable to the effectiveness of new initiatives and proactive approaches.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
This will increase visibility and transparency of the department as well as increase efficiency. The number of complaints, permit reviews, comments, and permit changes effected.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
PCS will provide updates to court on a quarterly basis of the status of the proactive measure implemented.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Deputy Director – Operational & Policy -- $138, 697 (26 pay periods)
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
PCS is working with FPM and HCED on spacing. Three options have been provided – two of which would require modifying the existing shared space but these two options would not adequately address the need for the number of new positions approved on September 10th (29 new positions over the course of 24 months) to remain co-located with the EPH (division of PH).

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Budget Management

Questions:

    1. How does your department impact the lives of Harris County residents?

Pollution Control Services impacts the lives of the citizens of Harris County by enforcing the, Texas Clean Air Act (Chapter 382 Tex. Health $ Safety Code), Texas Solid Waste Disposal Act (Chapter 361, Tex. Health & Safety Code), Chapter 26 of the Texas Water Code, and portions of the Regulations of Harris County for Stormwater Quality that allows a regulatory approach at improving environmental quality and thus influencing human health and safety. Determination of facility compliance is gauged by facility inspections, routine sampling of effluent outfalls, evaluation of emission events, and review of air quality data from stationary monitors in generalized areas. PCS, technical services group reviews air, water and solid waste permits to verify the parameters allotted for synergy of chemical emissions and discharges with facilities in the general area.

Community concerns about specific environmental issues (complaints) caused by citizen or business related entities are addressed by investigators that are trained to collect details that support observations such that any information needed could be used for enforcement, if needed, to obtain the goal of compliance with permissible parameters.

2. Why are the individual programs/services your department provides important?

Pollution Control Services provides services that support the objectives of improving air quality and water quality as well as regulating the s storage and disposal of solid waste. PCS also actively participates in the review and comment on documents associated with superfund sites, permit amendments and issuance as well as the establishment of guidance values, standards, and permissible limits set by federal and state entities.

What would happen without these programs/services?

Without PCS performing these tasks, it would be up to the state (TCEQ), which has a reputation for relaxed enforcement and who is already overwhelmed by the sheer size of the region where Harris County lies. The TCEQ refers complaints to PCS to investigate as they do not have the manpower to do so quickly enough to address issues in a timely manner. Otherwise the federal government (EPA) would have to respond, which would require even more time.

Pollution Control has over 60 years of proven impactful change in the county that would be lost without its presence and activity.

    a. What are the top 2-3 most impactful programs/services your department provides?
        a) Environmental Investigations
        b) Emergency Response
        c) Compliance Verification and Enforcement

b. Provide examples of 2-3 programs that have been less impactful than expected, or for which you are uncertain about the impact that the program is having. Unfortunately, our department has operated on very lean budget for greater than a decade. As a result, some of the equipment in the laboratory has been left either non- functional or simply not maintained and thus accreditation has been lost on several of the analysis.

3. Are there programs/services that your department is required to provide based on federal or state law or county regulation/code?
   a) Chapter 7.351 of the Texas Water Code gives local authority the ability to pursue enforcement actions for violations of Chapter 26 of the Texas Water Code, Chapters 361 and 382 of the Tex. Health and Safety Code, and the TCEQ rules issued thereunder. Additionally, PCS can enforce the Harris County Stormwater Quality Management Regulations pursuant to Chapter 573 of the Tex. Local Government Code.
   b) TPDES Permit No. WQ004685000 authorizes Harris County and the Harris County Flood Control District to discharge stormwater from municipal separate storm sewer system (MS4), and that permit requires PCS to perform wet weather and dry weather screening as well as sampling of representative monitoring sites.
   c) Clean Rivers Program – PCS is a sampling partner that provides the TCEQ's Clean Rivers Program data for analysis and assessment of the water quality in the Houston/ Harris County region.

4. What are the key milestones or accomplishments that your department will achieve in the upcoming year?
PCS will implement a comprehensive air monitoring plan that will provide community based data on the ambient "hum" of exposure on a daily basis. Additionally, emergency monitoring will provide real-time data of toxin concentrations in the air, enabling decision makers to efficiently decide if a shelter-in–place is warranted to protect residents. Furthermore, action levels will be established and published on PCS' web site that will explain in layman's term what the implications are and to provide citizens relative information in an understandable manner related to potential health impacts, thus allowing citizens to make decisions for their family's care.

What is the estimated completion date for these milestones or accomplishments? The estimated completion for the air monitoring program is two years. However, the plan will most likely have dynamic shifts as data may indicate the need for additional or more sensitive instrumentation in any given area.

5. How much of your budget comes from non-County sources?
   a) Less than 1% of PCS funding is from non-County sources
   b) H-GAC provides in –kind support for some of its associated monitoring
   c) Harris County DAO provides some funds from restitutions associated with violations

d) Currently participating in a collaborative grant request from Houston Endowment with EDF and the City of Houston. PCS will provide monitoring and lab analysis as in- kind contribution

5a How do you report on your progress to non-County funders?

a) EDD reports are prepared for H-GAC to indicate proficiency and validation of results
b) Harris County DAO requests periodic written statement of fund usage.
c) Metric accounting to indicate effectiveness of actions

6. For any new funding requests:

a) Could you get federal or state grants for this work?
Funding from federal and state entities for monitoring is becoming scarcer each year. The current political climate is not placing high emphasis on environmental issues and have even cut budgets.
b) Do similar programs/services to what you are proposing already exist (City programs, non-profit programs, etc.)?
The City of Houston and state agencies (TCEQ) have upgraded some of their monitoring capabilities. It is not feasible for either of these two entities to take on the needs of the county as they have requirements of their own to fulfill. The issue of environmental quality is enormous and cannot possibly be addressed by one entity. Each of the agencies must collaborate to make improvement of our issue possible.

Non- profit programs are not governmental and do not have regulatory authority.

Gap Analysis:

7. Why is it necessary to increase the size of Pollution Control as a result of the Gap Analysis?
The Gap Analysis (GA) concluded PCS and Harris County's monitoring capabilities were insufficient for an event such as ITC and there was no single platform to host all data being generated during those types of events. The recommendation(s) are 1) to ramp up staff, 2) establish a monitoring network, 3) compile all other entities monitoring data and host it on one platform in a manner anyone can see and interpret it. With current staffing PCS would have to sacrifice other duties/functions (not completely) to meet the recommendations of the GA, ie complaint investigations, field investigation, water monitoring, etc. The planned increase in staff will not only enable PCS to maintain the customer service expected and provide the assets necessary to meet the expectations of the GA, it will also enable PCS to function more fluently during times of emergency and when the EOC has been activated.   What capabilities will Pollution Control have as a result that it didn't before? Enhanced monitoring network with real-time monitoring data acquisition (multiple sources), advanced mobile monitoring capability, a more engaging web site, interpretation of the data, real-time posting of data.

8. How will the role(s) of Pollution Control change in upcoming years compared to years past?
Pollution Control will evolve into a more engaged unit that not only seeks to respond reactively, but will proactively investigate pollution sources with the ultimate goal of improving the quality of life for the citizens of the county. This process will include 1) non-emergency air monitoring to determine the baseline of air shed exposure certain vulnerable communities are exposed to; 2) increased water monitoring; 3) proactive approach to sources of fugitive emissions; 4) institute a new concrete batch plan inspection program that will look at PM dispersion; 5) a more proactive approach of reviewing facility permits (Title V permits); 6) more proactive review of TCEQ and EPA proposed rules; 7) tank inspections for floating and fixed roof storage tanks; and 8) a more comprehensive compliance investigation conducted at facilities instead of relying on citizen based complaints investigations for odors

8a. What is the timeline of implementing the changes that are planned from the Gap Analysis?
Two years

8b . What is the timeline for implementing a Community Monitoring Strategy?
The implementation of the Community Monitoring strategy will be brought together in sections. The initial stages of implementation are currently underway and will develop more fully over the next 24 months. The framework for the plan layered in several sections. Several of these layers are/will overlap in occurrence
   a) Hiring staff
   b) Planning communication and stakeholder engagement
   c) Website update
   d) Database development for data inclusion of available information
   e) purchasing field monitoring equipment for response
   f) training for use
   g) purchasing the base vehicle for the monitoring van and its monitoring components
   h) training for use
   i) purchasing laboratory equipment
   j) training and proficiency for accreditation

9. What systems/actions will PCS put in place to handle growth related to Gap Analysis staff and equipment increases?
PCS recognized the increase in staff would require a spacing evaluation and potential modification(s) to the current office space. PCS has been working with FPM and Engineering to address this issue and have begun the process of space development via FPM's system to allocate space for addition of the new staff (hopefully before they arrive). In line with equipment, PCS has also begun locating space for new equipment housed in the lab as well as seeking space for portable equipment and vehicles.

10. How will you ensure that the increased staff and funding are managed in an efficient and effective manner?
Determination of staff has been explored in a manner that allows functionality in emergency events (as identified by the GA), but also in daily function to perform the regulatory mission of the department. Therefore, PCS will beta-test the large price tag equipment to ensure the products work with the platform selected and provide the information needed.

11. How will Pollution Control share information and raw data with its partners in the City and the nonprofit community?
PCS is actively working towards developing a web-based platform to host ours and other entity's monitoring data in an easy to understand, real-time manner.

12. How will Pollution Control decide what levels of pollutants represent (a) above background, (b) trigger investigation, and (c) immediate action?
Ambient air quality levels will be determined by conducting monitoring during non-emergency "blue sky" days. Per the GA, PCS, upon the acquisition of a Toxicologist, will work closely with HC Public Health's Toxicologists to establish both trigger and action levels when concentrations of those pollutants deemed high priority to the citizens of HC are exceeded.

12a How will it communicate those different thresholds to the public?
PCS has engaged stakeholders in the beginning of this process. We will utilize the stakeholder groups to host this information on a website and will broadcast the information via PCS media relations staff, once acquired.

13. How will Pollution Control engage the public in order to inform its strategic choices and in order to better inform the public on emissions events and safety risks?
PCS will utilize the new communications team to create messaging on social media to notify the public on a digital platform. Additionally, PCS is investigating an alert system that will provide notification to the public of emission exposure that may pose a health risk, and will educate the public on how the alert will engage and its context.
14. How will Pollution Control present its Community Monitoring efforts to the public on a real-time map?
PCS currently posts real-time monitoring data during events, on a web-based map for public viewing. Our increased monitoring capabilities are anticipated to be hosted similarly.
    a) How will Pollution Control integrate incident monitoring and fixed monitoring in this map? PCS is currently hosting incident monitoring data on the web. This will continue moving forward but will have notification via an alert and routing from the ReadyHarris website to more detail on the PCS website. Fixed monitoring will occur daily and will be located on a designated dashboard associated with all available monitoring data.

b) How will Pollution Control alert the public when air quality monitors reach action levels? As mentioned above, PCS will work with HCPH on trigger points and action levels, warranting a response including notifications to the public. The website hosting the data will be one mechanism in which the public will be notified. PCS will work with HCFCD and OEM to determine how best to launch an alert similar to the flood warning alert system.

c) How will Pollution Control integrate data from multiple sources and about multiple pollutants? PCS is currently working on a comprehensive list of real-time air monitoring data and owners in Harris County. Once the list is completed, PCS will reach out to the owners in the effort to work out an agreement (MOU, etc.) to allow PCS to host the data on a publicly accessible web site.

d) How will Pollution Control ensure that its efforts are integrated with other departments such as Flood Control and OEM in terms of alerts and web architecture?
PCS will seek best practices and an opportunity to join a platform directly connected to the sign up system utilized by HCFCD and OEM to allow the citizens a single sign up.

15. How will Pollution Control increase community awareness and participation in the permit review and comment process?
The Public Engagement Specialist will meet with the community to provide awareness of proposed or pending permit modifications or new permit request. The Public Engagement Specialist will educate the community members on how submit a basic comment and where to send the information.
PCS will host a list of the comments in process by our office and other opportunities as we become aware on the updated website.

Metrics:
1. Sample outputs
   a. Number of hours of air quality monitoring conducted
      - 2018 – 65,639 62.4% uptime
      - 2019 ytd – 51,379 68.1% uptime
   b. Number of comments submitted to TCEQ on new permits
      - 2018 – 5
      - 2019 ytd – 9
   c. Number of violations referred to CAO for review
2. Sample Outcomes
   a. Rate of permit approval/denial that aligned with PCS's recommendations – TCEQ rarely incorporates any comments into their permitting actions. In the last couple of years, none of the recommendations have been incorporated unless the permittee worked with PCS and agreed to the incorporations of our recommendations.

Supplemental Information for Harris County Budget Book

FY2020-2021

The **HARRIS CENTER** *for*
Mental Health and IDD

Transforming Lives

Mission | Vision | Values

Our Mission

Transform the lives of people with behavioral health and IDD needs.

Our Vision

Empower people with behavioral health and IDD needs to improve their lives through an accessible, integrated and comprehensive recovery oriented system of care.

Our Values

- Collaboration
- Compassion
- Excellence
- Integrity
- Leadership
- Quality
- Responsiveness
- Safety

Priorities: Strategic Plan

The **HARRIS CENTER** *for*
Mental Health and IDD

Transforming Lives

Goal	Objective
❶ **Innovation** *To become the most innovative behavioral health system in the country*	1.1 Provide care without limitations for Harris County residents
	1.2 Implement EHR based on latest technology to improve care
	1.3 Data ecosystem – provide data as a service internally and externally
	1.4 Achieve Certified Community Behavioral Health Center (CCBHC) certification
	1.5 Obtain Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation
	1.6 Increase stakeholder score of innovation
❷ **Access to Care** *To improve access to care*	2.1 Add 7 new access points to care
	2.2 Increase number of individuals receiving services above contractual requirements
	2.3 Define and establish baselines for productivity and implement processes to increase production
	2.4 Increase availability in 6 settings through extended hours of service
❸ **Integrated System** *To create a fully integrated system of care that includes behavioral health, SUD, IDD, and primary care*	3.1 Establish model for integrated primary care, behavioral health, SUD, and IDD service delivery
	3.2 Increase number of individuals receiving primary care health service
	3.3 Improved integrated primary care and behavioral health delivery system
	3.4 Integrate SUD services across Center services
	3.5 Improve access to behavioral, medical, and SUD services for persons with IDD
❹ **Quality of Care** *To continuously improve quality of care*	4.1 Achieve 100% competency in all 10 CARF BH accreditation domains
	4.2 Reduce suicide rate to 0 for Harris Center Clinical Programs
	4.3 Meet 100% of Agency quality care metrics of MACRA and CCBHC
	4.4 Reduce minutes in seclusion in PES
❺ **Community Leader** *To serve as a community leader in all aspects of behavioral health and IDD*	5.1 Increase the Agency's number of formal collaborations
	5.2 Increase the Agency's role in providing community outcomes/education
	5.3 Increase the Agency's role in activities related to public policy/legislation
❻ **Organization of Choice** *To become the organization of choice for both persons served and employees*	6.1 Increase overall patient satisfaction
	6.2 Increase overall employee satisfaction
	6.3 Decrease staff voluntary turnover
	6.4 Decrease the "days open" for vacant positions

Organizational Chart

The HARRIS CENTER *for*
Mental Health and IDD
Transforming Lives

Board of Trustees

Chief Executive Officer
Wayne Young

General Counsel
Kendra Thomas

Chief Operating Officer
Keena Pace

˝ Mental Health Services
˝ Crisis Services
˝ Forensic Services
˝ IDD Services
˝ Access

Chief Medical Officer
Daryl Knox

˝ Physician Services
˝ Pharmacy Operations
˝ Organizational Excellence
˝ Quality & Perf Improvement

Chief Nursing Officer
Deborah Sweat

˝ Nursing Services
˝ Infection Control

Chief Business Officer
Scott Rule

˝ Human Resources
˝ Facility Services
˝ Real Estate Planning
˝ Project Management
˝ Harris Center Foundation
˝ Government Relations
˝ Communications
˝ Strategic Priorities/Planning

Chief Fin & Admin Officer
Sean Kim

˝ Financial Accounting
˝ Treasury
˝ Budget
˝ Purchasing
˝ Revenue Management
˝ Support Services

Chief Information Officer
Mustafa Conchinwala

˝ Information Technology
˝ Medical Records
˝ Health Analytics

Performance Statistics

Performance Statistics	FY 2018	FY 2019	FY 2020 (Est.)
Total Clients Served (Unduplicated) [1]	57,699	60,510	62,001
Crisis Services	15,373	17,246	18,183
Eligibility Center	5,580	5,013	5,297
Child & Adolescent Mental Health Services	5,019	5,000	5,100
Intellectual & Developmental Disabilities Services	21,437	21,248	21,343
Adult Mental Health Services	18,474	21,866	23,562
Forensic Services	4,897	3,990	4,444
Disability Applications	1,064	784	924
Services recorded outside Agency Client Services Database			
Harris County Jail	20,854	19,441	20,148
Competency & Sanity Evaluation [2]	-	1,695	1,750
Community Unit Forensic Services (CUPS)	612	617	620
FEMA	39,286	-	-
Outreach, Screening, Assessment, and Referral (OSAR)	2,925	2,643	2,784
Homeless Outreach Team (HOT)	2,399	2,399	2,400
Court Liaison for Harris County Psychiatric Center (HCPC)	1,804	1,804	1,852
TRIAD	2,253	1,871	2,062
Crisis Line Calls [3]	129,970	126,240	134,000

Personnel (FTE Count)	FY 2018	FY 2019	FY 2020 (Est.)
Full-Time Employees	1,900	1,967	1,955
Part-Time Employees	58	56	58
Temp/Relief	125	133	110
Grants	230	174	172
Total	2,313	2,330	2,295

[1] Unduplicated sum of clients served inside Agency database
[2] Tracked separately from Harris County Jail since FY 2019; contract with court system
[3] Crisis Line Calls from Harris County residents are FY18: 49,030; FY19: 48,883; and FY20 (est.): 49,000

The HARRIS CENTER for Mental Health and IDD

Service Locations
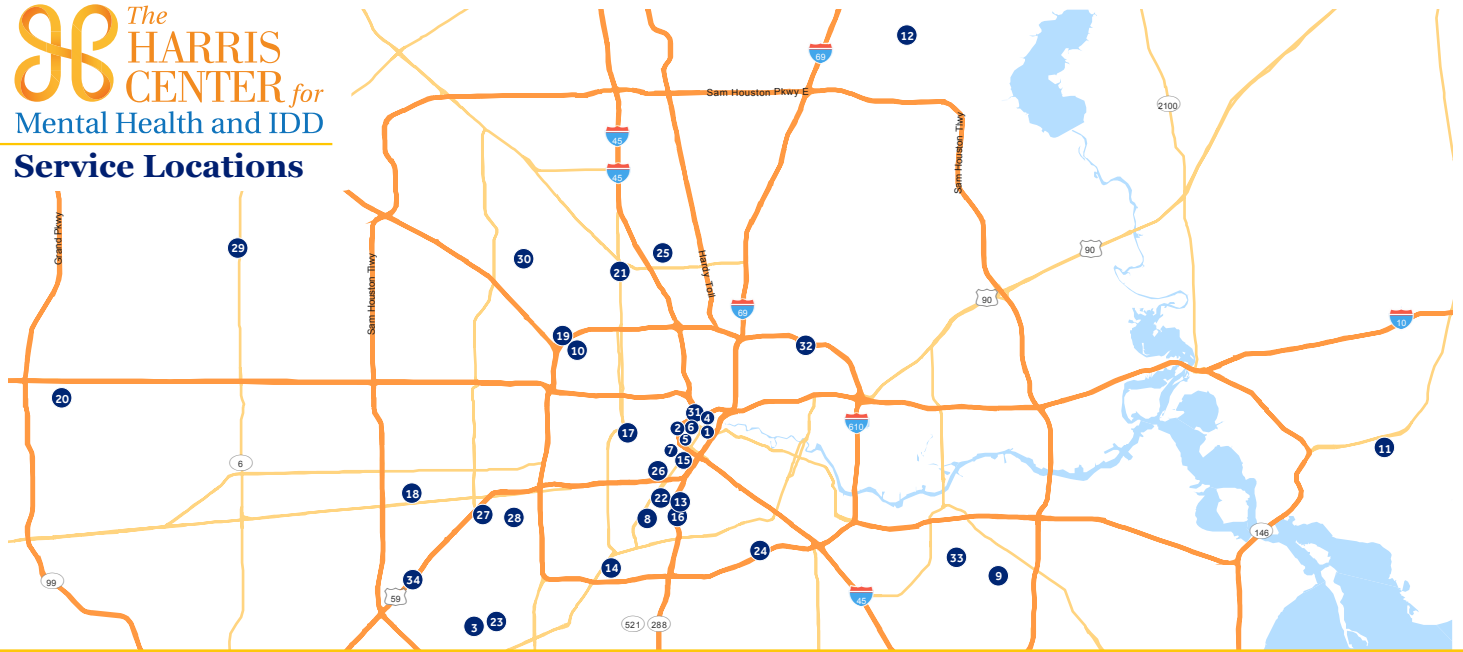
1. Law Enforcement Crisis Intervention Teams, 105 N. Chenevert St
2. Reintegration Court , 1115 Congress Ave.
3. Donsky House, 11511 Bob White
4. Harris County Jail, 1200 Baker St.
5. Children's Evaluation Unit/TRIAD, 1200 Congress Ave.
6. Reintegration Court, 1201 Franklin St
7. Judge Ed Emmett Mental Health Diversion Center, 1215 Dennis St.
8. NeuroPsychiatric Center, 1502 Taub Loop
9. Pasadena Cottage, 2122 Wichita St., Pasadena
10. NW 18th Street Clinic, 2150 W 18th St
11. Pecan Village Apartments, 2208 Cedar Bayou Rd, Baytown
12. Atascocita Residential- Dual Diagnosis Residential Program (DDRP), 2310 Atascocita Rd, Humble
13. Post Hospital Crisis Residential Unit, 2505 Southmore Blvd
14. Juvenile Justice Alternative Education School (JJAEP) and TCOOMMI (Juvenile), 2525 Murworth
15. Crisis Residential Unit/Bristow Homeless Path, 2627 Caroline St
16. HCPC, 2800 S MacGregor Way
17. Coffee House, 3550 West Dallas St
18. IDD Day Program, 3600 S. Gessner Rd
19. Northwest Community Service Center, 3737 Dacoma St
20. Applewhite Residential Facility, 526 Applewhite Dr, Katy
21. Crisis Call Diversion, 5320 North Shepherd
22. Peer Respite Program, 5518 Jackson St
23. Peer Respite Program, 5705 Warm Springs Rd
24. Southeast Community Service Center, 5901 Long Dr
25. New START (TCOOMMI -Adult), 6032 Airline Dr
26. Branard St. Residential Facility, 612 Branard St
27. Early Childhood Intervention, 6125 Hillcroft St
28. TRIAD Children's Mental Health Services, 6300 Chimney Rock Rd
29. Stonechase Residential Facility, 6607 Stonechase
30. Acres Home Multi Service Center, 6719 W. Montgomery Rd
31. Joint Processing Center , 700 North San Jacinto
32. Northeast Community Service Center, 7200 N Loop E Fwy
33. Pasadena Day Hab Program, 817 Southmore Ave, Pasadena
34. Southwest Community Service Center, 9401 Southwest Freeway

Outpatient Mental Health

Intellectual Disabilities & Autism
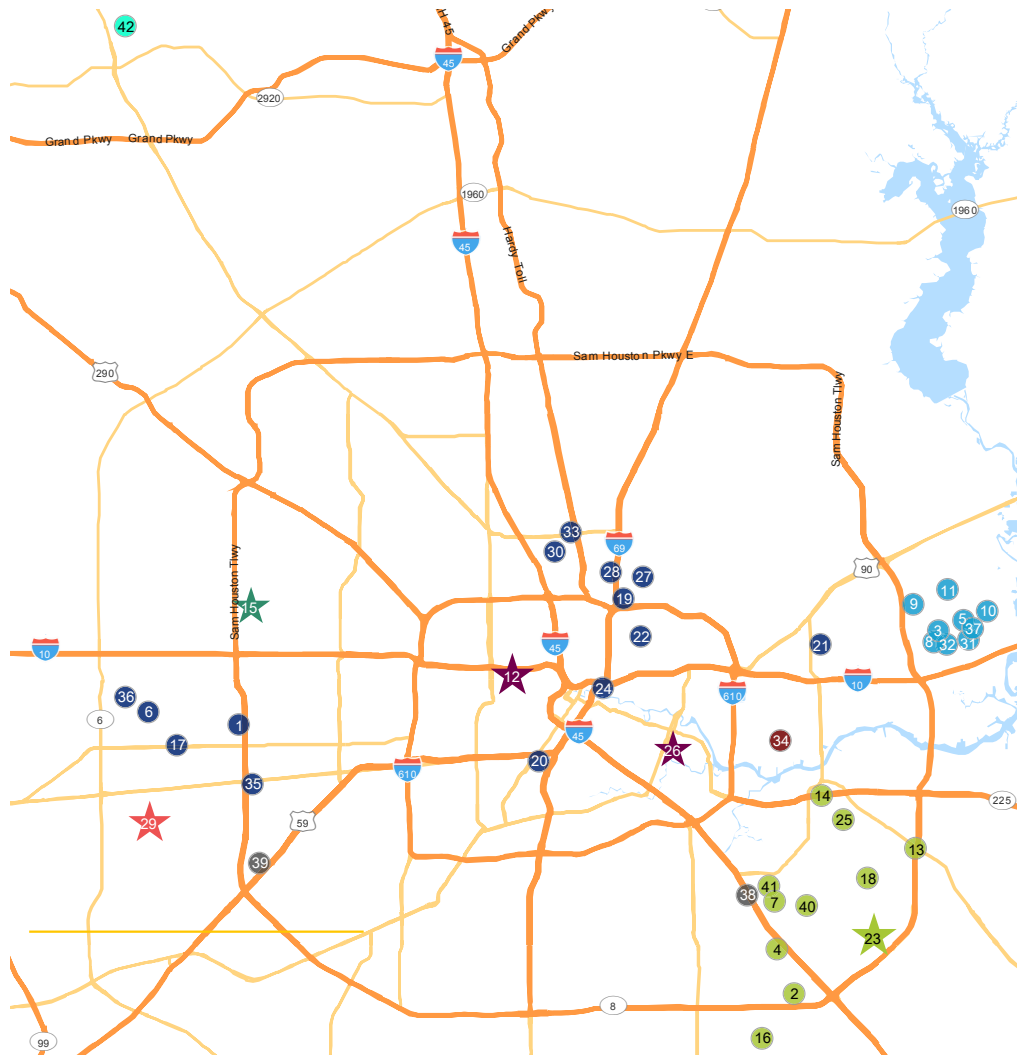
Psychiatric Emergency

Residential

Children Services

Forensic Mental Health

Psychiatric Stabilization

Substance Use Recovery

Primary Medical Care

Revision 2-26-19

The HARRIS CENTER for Mental Health and IDD

Children Mental Health Co-Locations

Community-Based Services for Children and Adolescents

- Case management
- Cognitive Behavioral Therapy (CBT)
- Skills Training
- Medication Training and Supports
- Family Partner services

★ Psychiatric services

Alief ISD
29 • Killough Middle School - 7600 Synott Rd, Houston

Channelview ISD
3 • Kolarik Kolarik 9th Grade Center - 1120 Sheldon Rd, Channelview
5 • McMullan Elementary School - 1290 Dell Dale St, Channelview
8 • Alice Johnson Middle School - 15500 Proctor St, Channelview
9 • Anthony Aguirre Junior High - 15726 Wallisville Rd, Houston
10 • Crenshaw Elementary School - 16204 Wood Dr, Channelview
11 • Harvey Brown Elementary School - 16550 Wallisville Road, Houston
31 • Schochler Elementary School - 910 Deerpass Dr, Channelview
32 • Cobb Elementary School - 915 Dell Dale St, Channelview
37 • Channelview High School - 1100 Sheldon Rd, Channelview

Houston ISD
1 • Paul Revere Middle School - 10502 Briar Forest Dr, Houston
6 • Ray Daily Elementary School - 12909 Briar Forest Dr, Houston
17 • Shadowbriar Elementary School - 2650 Shadowbriar Dr, Houston
19 • Key Middle School - 4000 Kelley St, Houston
20 • MacGregor Elementary School - 4801 La Branch St, Houston
21 • Judson Robinson Jr. Elementary School - 12425 Woodforest Blvd
22 • Fleming Middle School - 4910 Collingsworth St, Houston
24 • Bruce Elementary School - 510 Jensen Dr, Houston
27 • Cook Elementary School - 7115 Lockwood Dr, Houston
28 • Paige Elementary School - 7501 Curry Rd, Houston
30 • Burbank Middle School - 315 Berry Rd, Houston
33 • Sam Houston MSTC High School - 9400 Irvington Blvd, Houston
35 • Yes Prep West - 10535 Harwin Dr, Houston
36 • West Briar Middle School - 13733 Brimhurst Dr, Houston

Pasadena ISD
2 • Beverly Hills Intermediate School - 11111 Beamer Rd, Houston
4 • Thomas Hancock Elementary School - 9604 Minnesota St, Houston
7 • Matthys Elementary School - 1500 Main St, South Houston
13 • Pasadena Summit Alternative Campus - 1838 East Sam Houston Pkwy S, Pasadena
14 • Pasadena High School - 206 South Shaver, Pasadena
16 • Dr. Dixie Melillo Middle School - 9220 Hughes Rd, Houston
18 • Park View Intermediate School - 3003 Dabney Dr, Pasadena
23 • Tegeler Career Center - 4949 Burke Rd, Pasadena
25 • Gardens Elementary School - 1107 Harris Ave, Pasadena
40 • Pearl Hall Elementary - 1504 9th St, South Houston
41 • South Houston Elementary School - 900 Main St, South Houston, South Houston

Spring Branch ISD
15 • Spring Branch West Support Campus - 2100 Shadowdale Dr, Houston

Tomball ISD
42 • Tomball High School - 30330 Quinn Rd, Tomball

Charter Schools
38 • Texans Can Academy - Houston Hobby - 9020 Gulf Freeway, Houston
39 • Texans Can Academy - Houston Southwest - 9745 Bissonnet St., Houston

City of Houston
12 • Heights West End Multi Service Center - 170 Heights Blvd, Houston
26 • Magnolia Multi Service Center - 7037 Capitol St, Houston

Galena Park ISD
34 • Galena Park High School - 1000 Keene St, Galena Park

Requested Budget

The Harris CENTER for
Mental Health and IDD
Transforming Lives

PROGRAM CATEGORY		COUNTY FY 2018-19 BUDGET	COUNTY FY 2019-20 BUDGET	COUNTY FY 2020-21 BUDGET
THE HARRIS CENTER DEPARTMENTS				
Adult Forensic Services		$ 835,136	$ 886,102	$ 895,673
Children Forensic Services		730,419	774,994	817,251
Crisis Services		11,289,264	11,616,714	11,398,418
Harris County Psychiatric Center (HCPC) [1]		3,613,585	3,613,698	3,613,698
Adult Mental Health Services		622,488	660,476	684,140
Children Mental Health Services		521,413	553,234	580,473
Intellectual & Developmental Disabilities (IDD) Admin		92,071	97,690	116,133
IDD Authority Services		1,050,760	1,114,885	1,163,064
IDD Provider Services		1,244,864	1,320,835	1,332,445
Access		-	361,371	754,134
	Sub-Total	20,000,000	21,000,000	**21,355,429**
CONTRACTED MENTAL HEALTH SERVICES				
Harris County Sheriff's Office (HCSO) Clinical and CIRT Services		8,304,328	8,481,840	10,490,848
Competency/Sanity (Harris County Courts)		835,434	918,254	1,026,143
Infirmary Discharge Treatment Planning (HCSO)		1,076,884	1,110,400	1,143,916
Atascocita Dual Diagnosis Residential Program (100 Beds) [2]		2,477,403	2,878,777	2,978,393
Jail Diversion SB1185 [3]		5,363,848	7,921,177	7,473,721
TRIAD Forensic Evaluation		380,161	391,341	392,374
TRIAD Prevention Children's Mental Health Services		960,580	975,418	1,006,129
Youth Psychological Screenings (Juvenile Probation)		124,076	124,551	127,382
Family Protection Fee Grant		35,000	35,000	45,264
	Sub-Total	19,527,714	22,836,758	24,684,170
NEW/PROPOSED CONTRACTED SERVICES [4]				
Clinician and Officer Remote Evaluation (CORE)		-	-	*905,600*
Juvenile Forensic Re-Entry Services Community Unit (JF RESCU)		-	-	556,000
Magistrate Order 16.22		-	1,500,000	1,883,750
	Sub-Total	-	1,500,000	3,345,350
TOTAL AGENCY WIDE		$ 39,527,714	$ 45,336,758	$ 49,384,949

[1] Original inter-local agreement between the State and County requires a fixed percentage match to State funds
[2] Funding requested through Harris County Community Supervision and Corrections Department (CSCD)
[3] Includes carry-forward amounts
[4] CORE is a Harris Center budget request; JF RESCU is a Juvenile Probation budget request; Magistrate Order dollars are tied to volume of assessments

What is CORE?

The Clinician and Officer Remote Evaluation program (CORE) is a partnership of The Harris Center and The Harris County Sheriff's Office (HCSO). It is a strategy of responding to mental health crisis calls utilizing a tablet and a HIPAA approved technology platform to connect a law enforcement officer to a mental health clinician at The Harris Center to provide a consultation in the community on a 911 call.
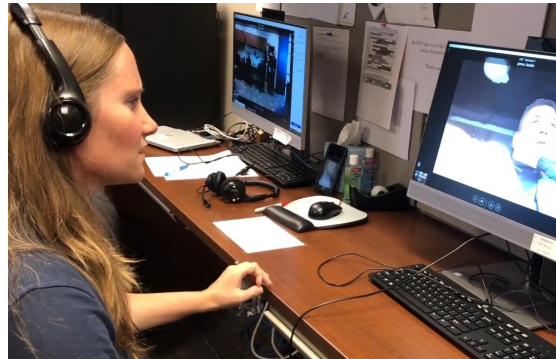
Program Evaluation and Funding

The Laura and John Arnold Foundation provided a $300,000 grant to evaluate the program. The preliminary results were positive:

Elimination of Costly and Time-Consuming Transports

Better Triage of Calls

Reduced Time on Call

Help Identifying Resources

CORE Community Gains

The Harris Center/HCSO CORE program is the future of policing regarding law enforcement response to people with mental illness.

✔ Force Multiplier

HCSO funds 9 CIRT units to respond to the most serious mental health calls (barricaded suspects, individuals holding hostages or threatening to jump from overpasses or buildings). This specialized response is extremely limited. **$905,600 will connect 120 additional deputies to behavioral health expertise via technology.**

⭐ Increased Productivity

71% of the deputies responded that the clinician/psychiatrist helped them handle the call in a shorter period of time. Average length of call was 24 minutes.

👍 More Effective Disposition

83% of the deputies responded that having access to a clinician helped them decide what course of action to take with a consumer

⚡ Decreased Wait Time

Deputies currently have to wait significant periods of time for a CIRT unit to drive to their scene. **This is eliminated by providing deputies throughout the county with iPads.**

CORE Budget

Total County Request: $905,600

We are requesting $905,600 to expand this service to 120 deputies.

275-PUBLIC HEALTH SERVICES

| Data as of:	11/11/2019	Avg. Annual Budget Increase Last 5 Years:	6.2%
		FY 20 Adopted Budget Per Capita (Harris County):	$6.25

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$21,800,000	$22,750,000	$23,650,000	$24,120,000	$24,661,000	$29,394,000
Final Adjusted	$23,015,345	$24,090,253	$26,042,285	$25,595,729	$26,351,599	$29,784,110
Rollover Received	$1,606,907	$1,271,898	$2,530,253	$1,569,266	$923,685	$9,179
Rollover % of Adopted	7%	6%	11%	7%	4%	0%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$15,263,955	$16,260,557	$16,924,959	$18,010,678	$18,439,531	$14,345,729
Non-Labor/Transfers	$5,517,879	$5,233,725	$7,433,639	$6,576,584	$7,845,756	$7,076,061
Actual Spent	$20,781,834	$21,494,282	$24,358,598	$24,587,262	$26,285,287	$21,421,790
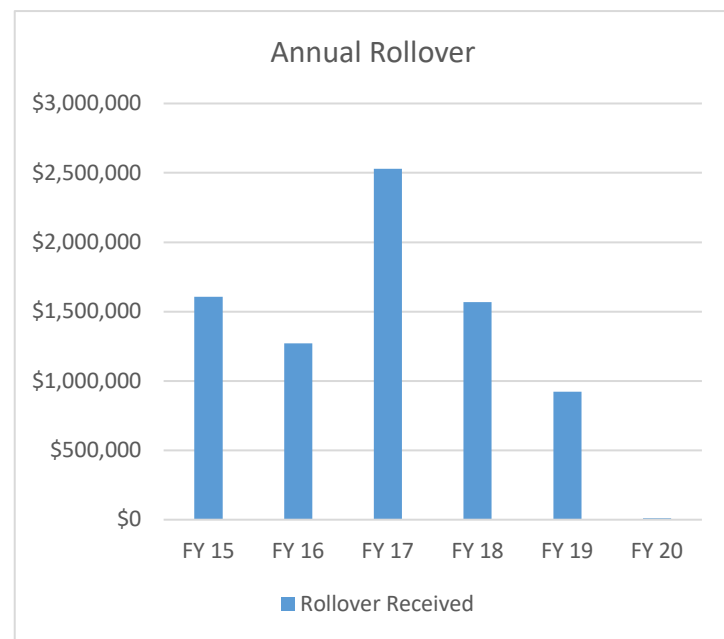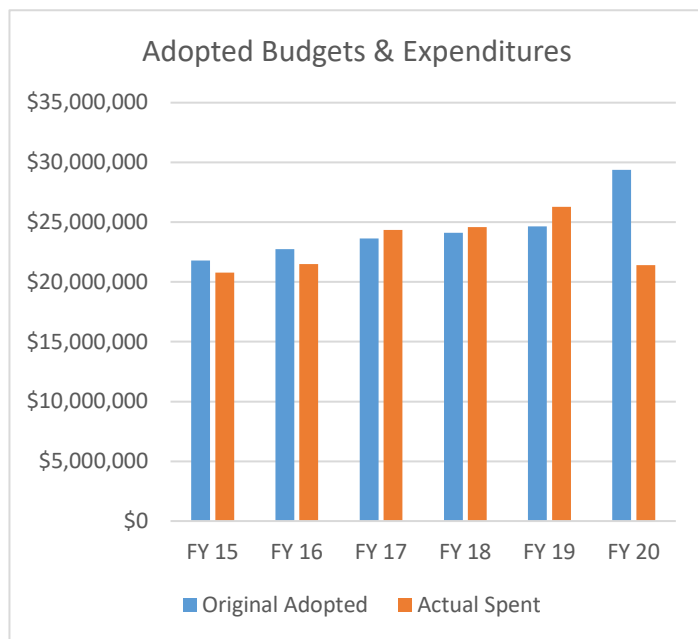
FY20 Rollover as a % of FY20 Adopted Budget: 0.0%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**471**	**$57,332,580**	**$97,378,507**
1020-PUBLIC IMP CONTINGENCY FUND	0	$0	$658,154
20M0-DSRIP PROGRAMS	47	$4,742,725	$11,518,615
2370-DONATION FUND	1	$225,196	$519,253
24A0-VETERINARY PUBLIC HEALTH	2	$540,190	$1,209,182
2690-MEDICAID ADMIN CLAIM-REIMBURSE	4	$1,483,276	$1,665,129
2790-FOOD PERMIT FEES	37	$2,830,968	$3,729,373
27P0-POOL PERMIT FEES	0	$13,943	$76,239
28A0-ENVIRONMENTAL RESTITUTION	2	$32,596	$200,634
7094-HURRICANE IKE 2008	0	$0	$165,007
7225-NIJ RESEARCH EVAL AND DEV	0	$44,294	$173,854
7234-FLOOD OF MAY 2015	0	$898	$1,833
7242-STRATEGIC PREVENTION FRAMEWORK	1	$165,230	$132,916
7243-EPIDEMIOLOGY PROGRAM-IDCU/SUR	2	$108,590	$475,306

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
7249-CDC EHS NET	2	$158,465	$462,957
7252-HUD-LEAD BASED PAINT HAZARD CT	4	$618,881	$3,652,640
7253-HIV PREVENTION SERVICES-FED	5	$376,127	$425,850
7266-HEALTHY TEXAS WOMEN	13	$346,843	$2,091,995
7272-EPIDEMIOLOGY & LAB CAPACITY	0	$406,888	$0
7273-REFUGEE MEDICAL SCREENING	30	$2,278,692	$5,352,682
7375-CRI-CITIES READINESS INITIATIVE	3	$486,320	$770,281
7566-OUTDOOR LEARNING ENVIRONMENTS	0	$3,160	$27,840
7607-PUBLIC HEALTH EMERGENCY PREPAR	13	$1,247,776	$2,033,664
7617-UTMB GALVESTON-VECTOR BORNE DI	3	$346,801	$195,703
7619-FDA RETAIL FOOD STAFF TRAINING	0	$0	$3,000
7621-FDA STANDARD 1 ASSESSMENT	0	$0	$3,000
7622-PUBLIC HEALTH PREPAREDNESS RES	0	$827,087	$197,694
7631-COH ZIKA PREGNANCY REGISTRY	0	$45,982	$0
7632-CDC/CHILD LEAD POIS PREVENTION	5	$353,301	$891,976
7634-HURRICANE HARVEY	0	$0	$34,851
7657-CDBG-DR 17 HARVEY	0	$0	$1,300,000
7660-HUD COMM DEVELOP BLOCK GRANT	3	$91,263	$308,831
7666-OPTIONAL INFLUENZA SURVEILLANCE	0	$344	$49,656
7675-PETSMART CHARITIES	0	$0	$51,802
7676-HURRICANE HARVEY CRISIS PROJECT	0	$0	$3,048,054
7682-MVC NACCHO	0	$0	$16,000
7687-UNPLANNED PREGNANCY PREV COLLA	1	$0	$60,000
7778-CDC - OVERDOSE	0	$0	$2,079,506
8001-MISC FOUNDATIONS GRANTS	3	$575,696	$1,062,622
8004-WHFTP TITLE X	1	$243,474	$290,500
8020-TUBERCULOSIS PREVENTION AND CO	13	$700,636	$1,170,390
8030-OFFICE OF REGIONAL PROGRAM	0	$205,391	$503,272
8050-MATERNAL AND CHILD HEALTH	7	$617,526	$1,095,442

PERSONNEL SUMMARY FOR PUBLIC HEALTH SERVICES

All Department Funds
as of November 2019
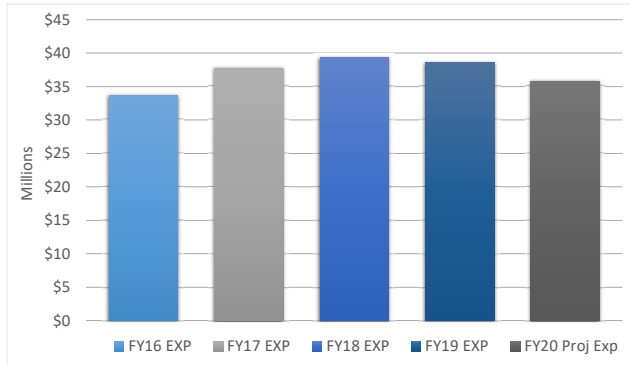
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Legend: Filled, Vacant

Compared at MARCH of each year. Current = NOVEMBER 2019
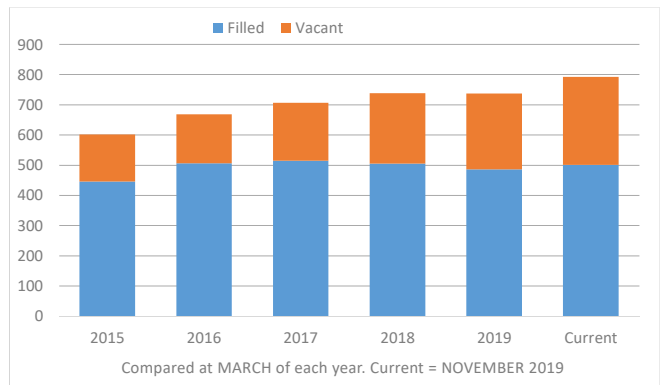
Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	375	5.3%	5.3%
Sept 2017	297	7.5%	3.7%
Sept 2016	254	9.5%	3.1%
Sept 2015	222	13.1%	3.1%
Sept 2014	194	18.0%	3.4%

	Filled	Vacant	Total
R32+	496	261	757
Part	1	7	8
Temp	4	23	27

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

13%, 7%, 6%, 13%, 61%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

6%, 19%, 8%, 18%, 49%

Number of Employees by Age

Age groups: <25, 26-35, 36-45, 46-55, 56-65, >65

Department-Provided Information

Organizational Chart

Umair A. Shah, MD, MPH
Executive Director

Direct reports to Executive Director:

- **Les Becker, MBA** — Deputy Director & Director, Office of Financial & Support Services, OFSS
- **Gwen Sims, MEd, RD, LD** — Director, Nutrition Chronic Disease Prevention, NCDP
- **Michael R. Schaffer, MBA** — Director, Environmental Public Health, EPH
- **Michael White, DVM, MS** — Director, Veterinary Public Health, VPH
- **OPEN** — Director, Mosquito Control Division, MVC
- **Michael Ha, MBA** — Director, Disease Control & Clinical Prevention, DCCP

Les Becker, MBA (OFSS)

- **Michael "Mac" McClendon** — Director, Office of Public Health Preparedness, OPHPR
- **Ed Anderson, SHRM-CP, PHR** — Director, Human Resources, HR
- **Elizabeth Perez, MPH** — Director, Office of Communication, Education, & Engagement, OCEE

- **Thomas Ricciardello, CPA** — Director, Financial Services
- **Dana Beckham, DVM** — Director, Office of Science, Surveillance, & Technology, OSST
- **Andrew Foland** — Director, Operations

- **Gopi Wadha** — Director, Project Business Technology
- **OPEN** — Director, Office of Policy & Planning, OPP
- **Will Hudson, MPH, MSMOB, CPHQ, CSSBB** — Administrator, DSRIP
- **Nikki Valencia** — Administrator, Special Projects

Gwen Sims, MEd, RD, LD (NCDP)

- **Sherri Onyiego, MD, PhD** — Director, Medical, NCDP
- **Jolene Norbert-Harrell, RD, LD** — Director, WIC
- **LaPorcha Carter** — Program Manager, Chronic Disease Prevention
- **Kila Jones-Johnson, DDS** — Director, Dental Services

Michael R. Schaffer, MBA (EPH)

- **Deanna Copeland** — Manager, FOOD/ NNA, EPH
- **Scott Jeansonne** — Program Manager, Environmental Services
- **Cristina Etchells** — Manager, Business Information Support
- **Parul Pillai** — Manager, Build Environment

Michael White, DVM, MS (VPH)

- **OPEN** — Chief, Veterinary Operations
- **Karen Wu, DVM** — Manager, Zoonosis Veterinarian
- **Corey Steele** — Manager, Field Operations
- **Daniell Macicek** — Manager, Shelter Operations

OPEN (MVC)

- **Dagne Duguma, PhD, BCE** — Program Manager, Entomology
- **OPEN** — Manager, Technical Operations
- **Chris Fredregill** — Manager, Field Operations
- **OPEN** — Project Manager, MVC

Michael Ha, MBA (DCCP)

- **Tamisha Piper, NP** — Director, Refugee Program
- **OPEN** — Program Manager, Community Health Services, DCCP
- **Michael Brannon** — Manager, Business Services, DCCP
- **Carin Martin** — Manager, Program Ryan White Grant Administration

- **Janeana White, MD** — Director, Medical, DCCP
- **Larissa Singletary, PhD** — Manager, CQMP
- **Franaldo Curl** — Manager, HIV Prevention
- **Yolanda Johnson** — Manager, TB Program

Form #1: Department Mission and Metrics

Public Health Services - 275

A) Department Purpose/Mission

Harris County Public Health (HCPH) is the county health department in Houston, Texas that provides preventive services to the community while addressing root causes for poor health. Harris County Public Health also has regulatory functions and responds to public health issues such as stray animals, mosquito-borne illnesses, air and water pollution, disease outbreaks, water and food-borne illnesses, natural disasters, tuberculosis, HIV, and other communicable diseases.

The HCPH jurisdiction includes approximately 2.5 million people living in unincorporated areas and over 30 other municipalities in Harris County. For certain services such as mosquito control, the Ryan White program, refugee health screening, and chronic disease outreach, the HCPH jurisdiction encompasses the entirety of the county, including the City of Houston, with over 4.7 million people.

B) Discuss your department's accomplishments in the last year.

Completed Phase I of comprehensive health study, "*Harris Cares: A 2020 Vision for Health.*" In this report, HCPH offers an evaluation of where Harris County stands with respect to health in our community and advances a recommended road map to a healthier future.

In November 2019, HCPH, in partnership with the University of Houston Honors College Community Health Worker Initiative, brought together population and community health professionals from the Greater Houston area to learn how public health intersects with other disciplines and ways to connect public health concepts across sectors. Nearly 200 attendees.

Hosted four Mobile Health Village events, delivering public health services to over 1,600 residents in their respective communities.

Established Community Health Impact Team to provide mobile health services, including, but not limited to, immunizations, wellness and dental services.

Hosted One Health Conference in September 2019, offering a variety of relevant infectious disease, disaster recovery, and other presentations from field experts.

In June 2019, produced and hosted fifth annual HCPH Food Safety Summit, convening over 700 restaurateurs and regulators.

Achieved record leave alive rate in April 2019 at animal shelter of 93.6%, down considerably from historical levels which were close to 20.0%.

Form #1: Department Mission and Metrics

Developed Take Out Hunger (TOH), an innovative food donations program with a mission is to support and increase safe food donations and to raise awareness about food insecurity and food surplus in Harris County through education and outreach; and Growing Greatness, an upstream food-based system to spark systematic change in the East Aldine area.

Responded to Intercontinental Terminals Company (ITC) chemical fire at a storage facility in Deer Park, Texas.

C) Discuss actions taken to drive efficiency and productivity in your department.

Continued rollout of data warehouse, which helps target communities in need of our services, and brings enhanced visibility to operations.

Developed and implemented Commissioners Court application (CLEAR), which significantly automated the Commissioners Court process and decreased associated staff time.

Trained all FTEs on Management Assessment Review System (MARS), an enterprise wide talent management system that empowers employees to set and achieve professional goals.

Sixteen HCPH FTEs received Lean Six Sigma Green Belts, bringing the total number of HCPH belted staff to 54, or roughly 10% of total staff. Staff selected projects designed to reduce waste and increase efficiency in current HCPH processes.

D) Describe any new responsibilities your department assumed this year.

HCPH played an integral role in the ITC chemical fire response. In September 2019, in response to the PENTA report, HCPH received nine new positions to bolster emergency response for chemical/hazardous events.

Developed capacity to perform ongoing health assessments related to community needs, and produced Phase I of health study.

E) Specify any costs your department incurred this or last year that you won't have next year.

$1.4 million in non-recurring contractor expense related to mobile initiatives and data warehouse Phase II

$1.3 million for mobile units* – ($626k mobile medical unit; mobile X-ray unit ($318k); mobile spay/neuter/wellness unit ($311k)); * temporarily encumbered in

special revenue fund

$780 thousand for 20 vehicles

$380 thousand for building upgrades and maintenance related to clinic and warehouse space

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

HCPH utilizes its data warehouse to better serve the public and provide health outcome data on communities who need our services the most. We structure many of our events around data emanating from our data warehouse.

The Performance and Quality Improvement Council (PQI Council) is chartered to support HCPH leadership in building a culture of quality improvement throughout the organization. The Council provides leadership, direction, and priorities for quality improvement (QI) efforts in all divisions, offices, and core programs of HCPH.

- 100% of new employees and contractors will complete PQI 101 training within one month of hire; FY2020 - 85%; FY2019 - 90%
- Percentage of HCPH Green Belts advance to LSS Black Belt certification (about 6 staff per year) – Actual 25%
- 30% of HCPH staff to have LSS Green Belt certification (about 60 staff per year) – Actual 7%

Office of Public Health Preparedness and Response Employee Call Back %: measures response times to disaster drill response phone calls or texts; FY2020 - 61%; FY2019 - 57%

New Positions Monitor: Tracks onboarding of new employees to ensure positions are being filled in a timely manner; FY2020 - filled 26 out of 37 positions (70% occupancy rate)

Attrition Rate (defined as the number of employees who left HCPH/total number of HCPH employees): FY2020 - 16%; FY2019 - 18%

Problem Invoices: FY2020 - $491,389; FY2019 - $465,301

Form #1: Department Mission and Metrics

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

Leave alive rate at animal shelter: FY2020 - 93.6%; FY2019 - 89.5%

Number of immunizations patients: FY2020 - 24,149; FY2019 - 22,254

No show rate at brick and mortar clinics: FY2020 - 18.5%; FY2019 - 16.8%

Percentage of pool closures: FY2020 - 15.0%; FY2019 - 18.4%

Department: 275- Public Health Services

FY19/20 General Fund Adopted Budget: $29,394,000
Rollover Budget Received in FY19/20: $9,179

#	List and Describe the Functions/Services Provided By Your Department	Estimated Annual General Fund Cost (FY19/20)	Estimated Annual General Fund Cost (FY20/21)	Other Funding Sources Used in Program (FY 19/20)	Est. Other Funding Sources Used in Program (FY 20/21_)	Total Cost (General Fund Plus Other Funds) PY 20/21	% of General Fund Leveraging for Program / Function (FY 19/20)	% of General Fund Leveraging for Program / Function (FY 20/21)	Potential Net increase in "Other Sources" with added General Funds	Requested # of Additional General Fund FTEs to Fund	Total Additional General Funds Requested	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	Veterinary Public Health (VPH) - Animal shelter that provides spay, neuter; and wellness services	$4,386,951	$9,083,125	$1,630,067	$1,693,208	$10,776,333	269.1%	84.3%	$63,141	46	$4,696,174	107.0%	1	Yes
2	Office of Financial & Support Services (OFSS) - Financial; information technology; project management; operations; and human resources support for HCPH	$12,267,097	$12,867,097	$16,333,004	$16,031,949	$28,899,046	75.1%	44.5%	($301,055)	10	$600,000	4.9%	9	Yes
3	Environmental Public Health (EPH) - Issue food permits; food handler training to restaurateurs; lead remediation	$2,205,247	$4,959,755	$5,171,092	$3,289,198	$8,248,953	42.6%	60.1%	($1,881,894)	7	$2,754,508	124.9%	4	Yes
4	Mosquito & Vector Control (MVC) - Surveillance, control, education, research, and technology to prevent and control mosquito-borne diseases	$3,954,318	$5,525,888	$492,402	$203,573	$5,729,461	803.1%	96.4%	($288,829)	7	$1,571,570	39.7%	5	Yes
5	Office of Public Health Preparedness & Response (OPHPR) - Develops and implements a comprehensive, department-wide approach to prepare the community of Harris County to safely respond and recover from public health emergencies	$267,679	$660,179	$6,486,102	$4,803,201	$5,463,380	4.1%	12.1%	($1,682,901)	2	$392,500	146.6%	7	Yes
6	Office of Communication, Education & Engagement (OCEE) - Public relations; educates; engages and empowers Harris County residents	$1,230,846	$1,230,846	$0	$0	$1,230,846		100.0%	$0	0	$0			
7	Office of Policy and Planning (OPP) - Supports stakeholders, community residents and HCPH staff in the areas of assessment, planning, evaluation and legislative and regulatory relations	$566,001	$825,801	$0	$0	$825,801		100.0%	$0	2	$259,800	45.9%	8	Yes
8	Nutrition & Chronic Disease Prevention (NCDP) - Operates eleven Women, Infants and Children (WIC) and oversees programs for healthy lifestyles; including nutrition and physical activity; tobacco prevention and cessation; behavioral and school health; and youth dental services and outreach	$1,763,495	$5,459,160	$11,276,173	$13,360,239	$18,819,399	15.6%	29.0%	$2,084,066	31	$3,695,665	209.6%	2	Yes
9	Disease Control & Clinical Prevention (DCCP) - An array of clinical and preventive health services at two health clinics; tuberculosis elimination; refugee health screening; HIV/STD prevention and Ryan White programs	$1,917,716	$12,029,905	$32,804,155	$31,545,501	$43,575,406	5.8%	27.6%	($1,258,654)	62	$10,112,189	527.3%	3	Yes
10	Office of Science, Surveillance and Technology (OSST) - Data gathering and analysis, enhances HCPH's ability to detect problems, conduct research, and create solutions	$834,650	$5,304,230	$403,604	$1,536,802	$6,841,032	207%	77.5%	$1,133,198	22	$4,469,580	535.5%	6	Yes
11														
12														
	Department-Estimated Totals	$29,394,000	$57,945,986	$74,596,599	$72,463,671	$130,409,657	1422.4%	631.6%	($2,132,928)	189	$28,551,986	97.1%		

Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

Functional Area: Veterinary Public Health (VPH)
Dept. Funding Priority #:   1

Funding Request*:
Start-Up Costs (One-time)	$	450,000
Cost of Positions (Recurring)		3,305,320
Other Recurring Costs		940,854
Total Request	$	**4,696,174**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Veterinary Public Health program lacks critical staff and programs to maintain the current demand of the community and the current and new animal shelter.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Additional staff is needed due to increased adoptions and visitors. Between 2016 and 2019, the shelter adoption rate increased 42%, visitors to the shelter increased 56% and phone calls increased 23%. Our current budget is ~50% of the amount allocated to BARC ($14.5M) – and our health outcomes are similar, if not better. Our efforts have allowed the dramatic increase in our leave alive rate from under 20% in 2013 to over 90% this year while adding an additional focus on wellness and animal cruelty. We are currently working with Houston Pet Set to identify areas of cooperation and opportunities to collaborate between Harris County, The City of Houston and local animal welfare groups.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Providing services and staffing critical positions optimizes the leave alive rate for animals.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
HCPH will leverage our Data Warehouse Program for optimizing reports and metrics across the systems.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court. See image below for example
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
See below.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
None.

Note: included are the 10 new FTE positions pending court approval on 11/12/19 and referred to in FY 2021 budget

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.
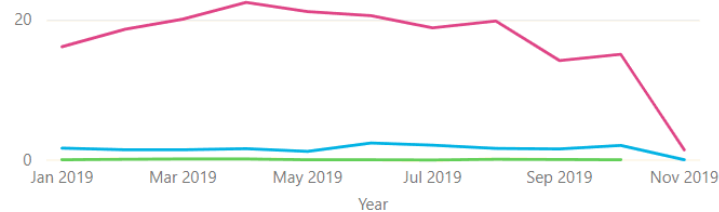
Visit Year	Visit Month
2019	All

Avimark Update
11/10/2019

Veterinary Public Health (VPH) Wellness Clinic

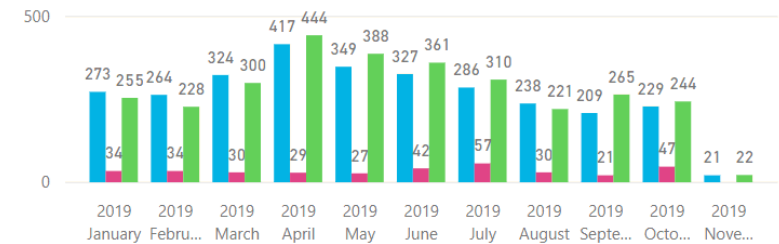| Veterinarian Name	Veterinarian ID
All	All

Patients Per Day by Year and Animal Type

Animal Type ● Cat Patients/Day ● Dog Patients/Day ● Other Patients/Day


Wellness Vaccinations

Vaccinations ● DA2PP Vaccination ● FVRCP Vaccination ● Rabies Vaccination

Wellness Clinic Revenue by Treatment Category

Year	2019	
Revenue Category	# of Services	Patient Counts
l. HW Prevention	4,351	2,517
f. Dog Vaccination	4,307	2,231
h. Rabies Vaccination	3,038	2,569
c. Laboratory	2,169	1,865
k. Flea Control	1,381	971
z. Other	1,170	912
b. Microchip	1,082	652
e. Deworming	1,007	563
n. Medication	889	401
g. Cat Vaccination	440	284
d. Nursing Care	435	361
i. Health Certificate	383	322
a. License	300	286
j. Shampoo	35	27
o. Donation	1	1
Total	**20,988**	**4,284**

Service Counts by Year and Month
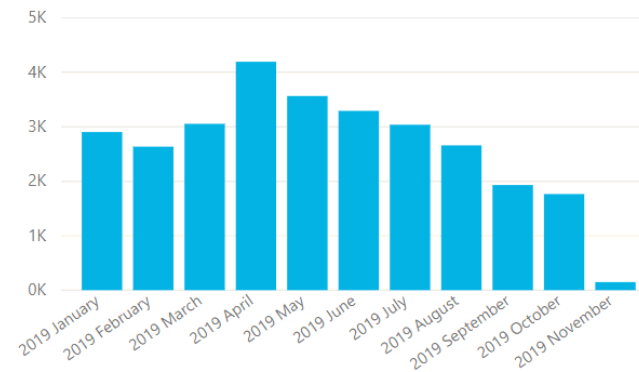
Patient Counts by Animal Details
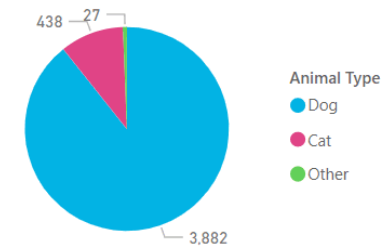
Animal Type
● Dog
● Cat
● Other

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

VPH	Program	Salary+Fringe	#of positions	Total Cost	
Current	Current Understaffing and Future needs	New Facility Staffing Needs	19	$ 1,500,000	Additional staff is needed due to increased adoptions and visitors. Between 2016 and 2018, the shelter became a no kill shelter and the adoption rate increased 42%, the visitors to the shelter increased 56% and the phone calls increased 23%. HCPH also partnered with Harris County Animal Cruelty task force
New Facility staffing	New Facility staffing		15	$ 913,000	Expanding services needs additional staffing
Offsite Adoption Center	Offsite Adoption Center		6	$ 343,200	Expanding services needs additional staffing
Mobile Vet Unit	Mobile Vet Unit		6	$ 549,120	Expanding services needs additional staffing
Total			46	$ 3,305,320	

Note: included are the 10 new FTE positions pending court approval on 11/12/19 and referred to in FY2021 budget

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

Functional Area: Office of Financial & Support Services (OFSS)
Dept. Funding Priority #:   9

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		600,000
Other Recurring Costs		
Total Request	$	**600,000**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
OFSS provides financial; information technology; project management; operations/logistics; communications; and human resources support for Harris County Public Health (HCPH).
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
HCPH requested 179 new positions to better serve the growing population of Harris County and improve health outcomes. We will need additional support staff to aid our new public health positions, bringing our total number of requested positions to 189.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Support staff request comprises about 5% of total positions request.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
HCPH will leverage our in-house Data Warehouse (DW) Program to report metrics on onboarding and attrition.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
See below.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

OFSS	Program	Salary+Fringe		Total Cost	Reason Needed
	2 Finance positions 2 Human Resource positions 2 Project, Business & Technology Positions 4 Operations Positions	$ 60,000	10	$ 600,000	To provide financial, operational and administrative support for additional positions requested.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

Functional Area: Environmental Public Health (EPH)
Dept. Funding Priority #:   4

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		1,217,707
Other Recurring Costs		1,536,802
Total Request	$	**2,754,508**

| |
|---|
| **A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.** |
| EPH would like to enhance and expand community programs (e.g., Lead, Built Environment, Neighborhood Nuisance, Disease Prevention, Neighborhood Nuisance programs) in Harris County. |
| **B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.** |
| Additional staff and program funding will expand services throughout the county, particularly in underserved communities. |
| **C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.** |
| Preparedness, community monitoring and training are key to keeping communities safe across Harris County. Expanding these programs would greatly impact the community. |
| **D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?** |
| HCPH will leverage our Data Warehouse (DW) Program for optimizing reports and metrics across the systems. |
| **E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?** |
| HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court. See example below |
| **F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.** |
| See attached |
| **G) Is additional office space needed or will existing space need to be built-out for requested new positions?** |
| No |

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Year: 2019
Month: All
Priority: All
Zip: All
Water Type: All
Facility Type: All

Environmental Public Health (EPH) Pools & Wells

Inspections by Water Type

Water Type: ● Pool ● Spa ● Wade Pool ● Well ● PIWF

86 (8%)
124 (12%)
822 (78%)
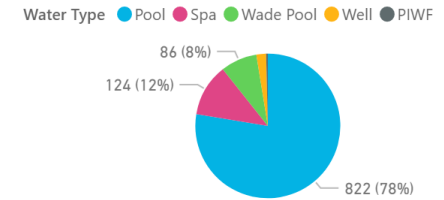
All Establishments
3,345

All Water Establishmen...
4,043

All Insp
1,059

Permit Insp
787

Complaint Inspections
15

Reinspection Reqired
294
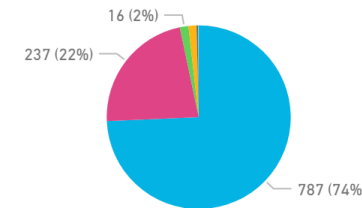
Order Close/VN Issued
150
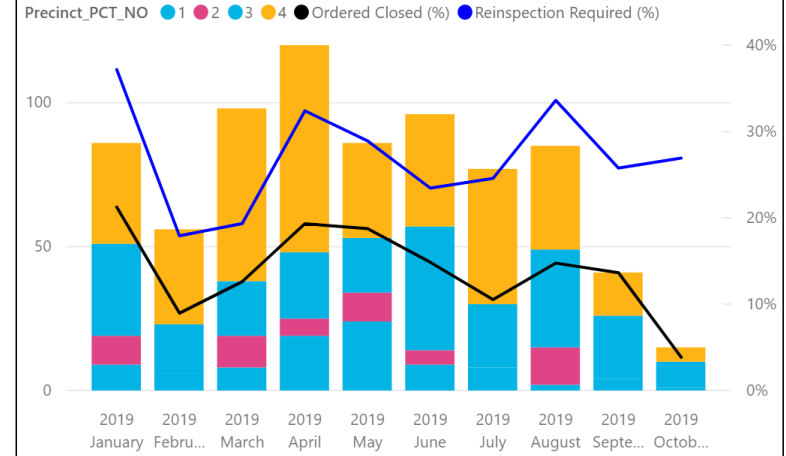
Reinspection Required
28%

Ordered Closed
15%

Establishments

Priority	Facility Name	Type	Current Status	FacilityTy
High	Timber Ridge Apartment Homes Learning Center	Learning Center Pool	Open	Private
High	Timber Ridge Apartment Homes	Leasing Office	Open	Private
High	Advenir at Wynstone Apartments	Main Pool	Closed	Governm
High	CITY OF BAYTOWN	Main Pool	Inactive	Private
High	Cypress Trails of Timberlane HOA	Main Pool	Open	Private
High	Dover Pointe Apartment Homes	Main Pool	Open	Private
High	Houston Leisure RV Resort	Main Pool	Open	Private
High	Oaks at Atascocita	Main Pool	Open	Private
High	Su Casita Apartments	Main Pool	Closed	Private
High	Costa Rialto Apartment Homes	Office Pool	Open	Private
High	Kensington Crossings	Office Pool	Open	Private
High	Mi Casita Apartments	Office Pool	Closed	Private
High	Park Center Apartments	Office Pool	Open	Private
High	Talent Unbound - An Acton Academy	Pool	Closed	Private
High	Cottage Gardens HOA	Pool	Closed	Private
High	Giammalva Racquet Club	Pool	Open	Private
High	Harvest Bend The Village	Pool	Open	Private
High	Houston Central RV Park	Pool	Open	Private
High	LAKEWOOD PLACE TownHome HOA	Pool	Open	Private
High	Lakewood Residents Club	Pool	Closed	Private

Inspections by Inspection Type

Inspection Type: ● Permitting ● Follow-up ● Other ● Complaint ● Routine ● Unknown

16 (2%)
237 (22%)
787 (74%)

Number of Permitted Water Establishments

Precinct_PCT_NO ● 1 ● 2 ● 3 ● 4 ── Ordered Closed (%) ── Reinspection Required (%)

2019 January, 2019 Febru..., 2019 March, 2019 April, 2019 May, 2019 June, 2019 July, 2019 August, 2019 Septe..., 2019 Octob...

	Disease Prevention	$	112,500	1	$	112,500	There is a gap in the food, pool, public waters supply and Neighborhood Nuisance programs, which is not having the resources to take environmental and specimen samples in the field. This is valuable data that can be collected, analyzed and interpreted in order to understand where issues are around bacteria that include salmonella; listeria; cyclospora;shigella;e-coli; norovirus; hantavirus;and leptospirosis. The Houston area comes with its own environmental challenges which would allow us to be proactive in illness prevention
	Neighborhood Nuisance	$	195,000	2	$	390,000	We currently respond to approximately 2,500 NNA complaints per year. With the rapid growth of unincorporated Harris County, we do not have the resources to respond and keep current the cases that we receive nor be active rather than proactive. This funding would allow us to work to reduce the amount of conditions that harbor disease carrying pests proactively rather than respond to only complaints. This would greatly impact the community from a public health perspective and improve the living conditions throughout.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

	Built Environment	$ 255,000	2	$ 510,000	The built environment includes the physical makeup of where we live, learn, work, and play –our homes, schools, businesses, streets and sidewalks, open spaces, and transportation options. The built environment can influence overall community health and individual behaviors such as physical activity and healthy eating. Our Built Environment program has been working with other county departments as well as external stakeholders and partners. This includes all precincts; Public Infrastructure Division (PID); Community Service Development (CSD); Harris Health; Healthy Living Matters (HLM); Urban Land Institute (ULI); and others. This work is currently being completed with a minimal amount of FTEs –and at this time does not have the ability to adequately service all of our partners and constituents. We do not currently have the funding to perform Health Impact Assessments nor the proper staffing level to perform those assessments that should pay off in dividends for our community.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

	Peace Officer	$ 120,000	1	$ 120,000	There is a pressing need for a peace officer to be assigned to a Constable's Office that will report directly to EPH in order to serve subpoenas, support our investigators in the field, work with HCSO and other Constables for all related EPH activities, which include Food, Drinking Water, Pools and Neighborhood Nuisance (NNA). This position will also conduct and assist in investigations. Our current case load is large. We actively work on approximately 2,500 cases, inspect 9,000 food establishments and 5,000 pool systems, which many require effort to pursue and subpoena owners which other agencies are not able to accommodate the additional burden. Having a peace officer on staff will help expedite these cases as well as take on more cases in an expeditious manner.
	LEAD	$ 85,207	1	$ 85,207	Eliminating lead-based paint hazards in Harris County residences built before 1978. There are currently over 100,000 homes within Harris County that have lead based paint that affect our children's health. We continue to apply for grants, which on average allows us to remediate approximately 80 homes per year. This additional funding would allow for us to remediate an additional 45 homes per year.
	TOTAL		7	$ 1,217,707	

*****Note:*** *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

Functional Area: Mosquito and Vector Control (MVC)
Dept. Funding Priority #: 5

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		894,908
Other Recurring Costs		676,662
Total Request	$	**1,571,570**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
MVC needs coordination of mosquito control activities, enhancement to current dated technology and continued IRM testing which will end with cessation of grant funding.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
MVC will establish a Harris County Vector Control network and a Mosquito & Vector Control Academy to train professionals to meet the needs of vector control throughout the region. This will increase inspections, optimize the field data entries and increase speed of identification of introduced and rare species.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Expanding the community surveillance and frequency of inspections and increase the capacity of the Avian Community.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
HCPH will leverage our Data Warehouse (DW) program for optimizing reports and metrics across the systems.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court. See below for example.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
See attachment.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
None.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Harris County Public Health — Building a Healthy Community

Mosquito & Vector Control (MVC)

Fiscal Year: 11/12/2003 — 11/11/2019

Total Pools Tested for WNV
15,652

Total WNV Positive Pools
5,354

Positive West Nile Virus (WNV) Pools by Week and Spray Service Mileage by Year

WNV Positive Pools — Sprayed Miles
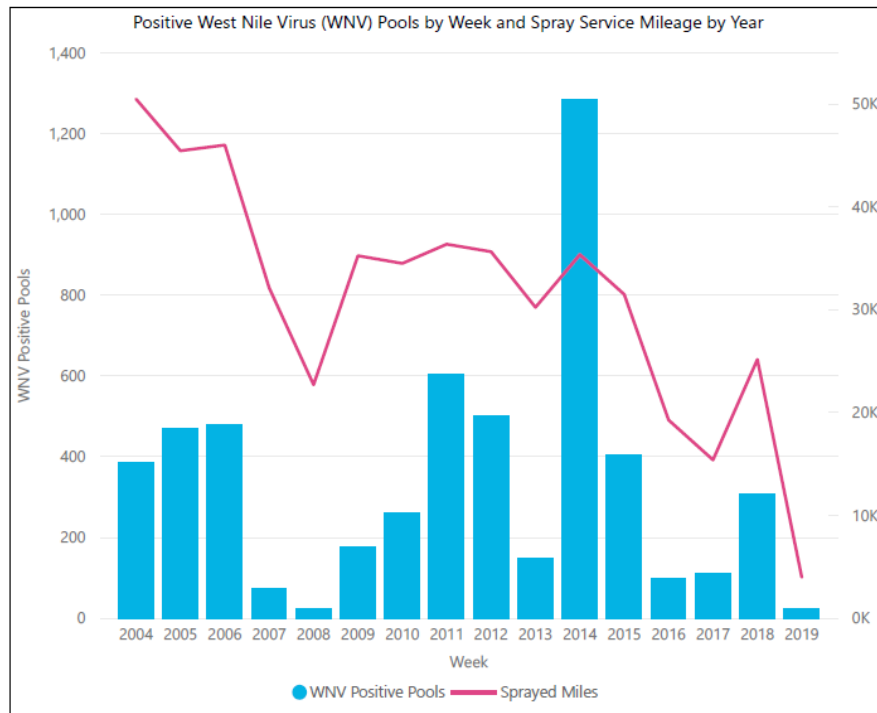
Event Count by Event Type

| Community Health Fair | 402 | Community Presentation | 100 | Mobile Ve... | 56 | Har... | 30 |
| Information Provided | 76 | Opera... | 16 | Ske... | 12 | In-Ho... | Bir... |
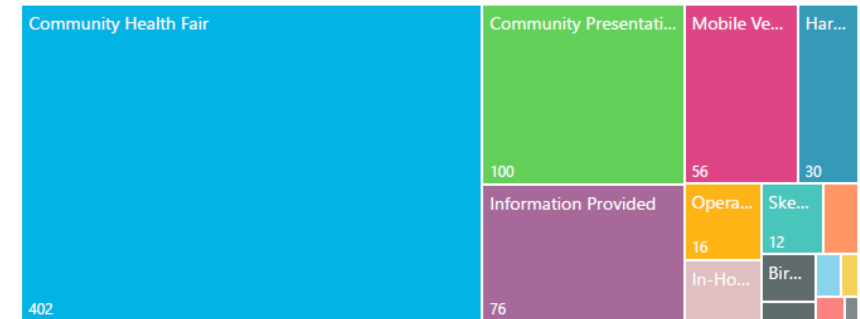
Event & Attendance Counts by Event Type

EventAbbr	EventTypeDesc	Event Counts	Attendance Counts
CH	Community Health Fair	106	11,283
MVU	Mobile Vector Unit	21	3,799
HRT	Harvey Response Team - Mobile Outreach	17	3,439
CP	Community Presentation	20	1,015
IP	Information Provided	8	800
SS	Skeeter School	5	617
IH	In-House Training	3	285
BB	Bird Banding	3	250
WT	Wiggle Tales	5	127
N/A	N/A	1	0
Total		**189**	**21,615**

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

MVC	Program	Salary+Fringe	#of positions	Total Cost	
	Data Analyst	$ 129,500	1	$ 129,500	MVCD currently lacks a dedicated staff member devoted to quickly analyzing data generated by the operations in order to inform decisions quickly
	mosquito surveillance technicians	$ 119,484	2	$ 238,968	Mosquito surveillance has lost 1 grant funded position due to an approved but unfunded grant. Has 2 other technicians on additional grants one of which will end in November 2020.
	virology technicians	$ 159,200	2	$ 318,400	Mosquito surveillance has lost 1 grant funded position due to an approved but unfunded grant. Has 2 other technicians on additional grants one of which will end in November 2020.
	Inspectors	$ 104,020	2	$ 208,040	Loss of capacity due to contractors being unable to drive.
TOTAL			7	$ 894,908	

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

Functional Area: Office of Public Health Preparedness and Response (OPHPR)
Dept. Funding Priority #:   7

Funding Request*:

Start-Up Costs (One-time)	$	155,000
Cost of Positions (Recurring)		187,500
Other Recurring Costs		50,000
Total Request	$	**392,500**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
OPHPR needs staff to enhance and expand training for Harris County employees in response to public health emergencies.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Hiring a response training employee and a logistics specialist will provide section specific training while monitoring the community during a public health emergency.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Preparedness, community monitoring and training are key to keeping communities safe across Harris County.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
HCPH will leverage our Data Warehouse (DW) for optimizing reports and metrics across the systems.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
See below
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
N/A

OPHPR	Program	Salary+Fringe	#of positions	Total Cost	Reason Needed
	Response Training employee	$ 105,000	1	$ 105,000	Employee to assist in training for all staff in response during public health emergency
	LOGISTICS position	$ 82,500	1	$ 82,500	Employee to assist in training for all staff in managing assets and people during public health emergency
Total			2	$ 187,500	

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

Functional Area: Office of Policy and Planning (OPP)
Dept. Funding Priority #:   8

Funding Request*:

Start-Up Costs (One-time)	$	
Cost of Positions (Recurring)		234,800
Other Recurring Costs		25,000
Total Request	$	**259,800**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Social determinants of health and health equity are important community issues that need identification.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Specialists are needed to identify representatives of priority populations in various communities across the county, as identified by disproportionate data (such as low income, communities of color, elderly, homeless etc.), to promote health equity initiatives.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
HCPH will determine best processes in providing services in all communities, particularly the underserved. Additionally, HCPH will determine and address social determinants of health and health equity issues.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
HCPH will leverage its Data Warehouse (DW) Program for optimizing reports and metrics across the systems.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
See attachment.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No.

__Note:__ For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

OPP	Program	Salary+Fringe	#of positions	Total Cost	Reason Needed
	Community Engagement and Partnership Specialist	$ 110,000	1	$ 110,000	Specialist to identify representatives of priority populations in various communities across the county as identified by disproportionate data (such as low income, communities of color, elderly, homeless etc.) to promote health equity initiatives
	CHIP/CHA position (EPI level)	$ 124,800	1	$ 124,800	An epidemiologist to focuses on social issues that provide barriers to health and well being. 1 Epidemiologists per 100,000 capita per National Council of State and Territorial Epidemiologists. Currently operating at .3 per 100,000
TOTAL			2	$ 234,800	

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

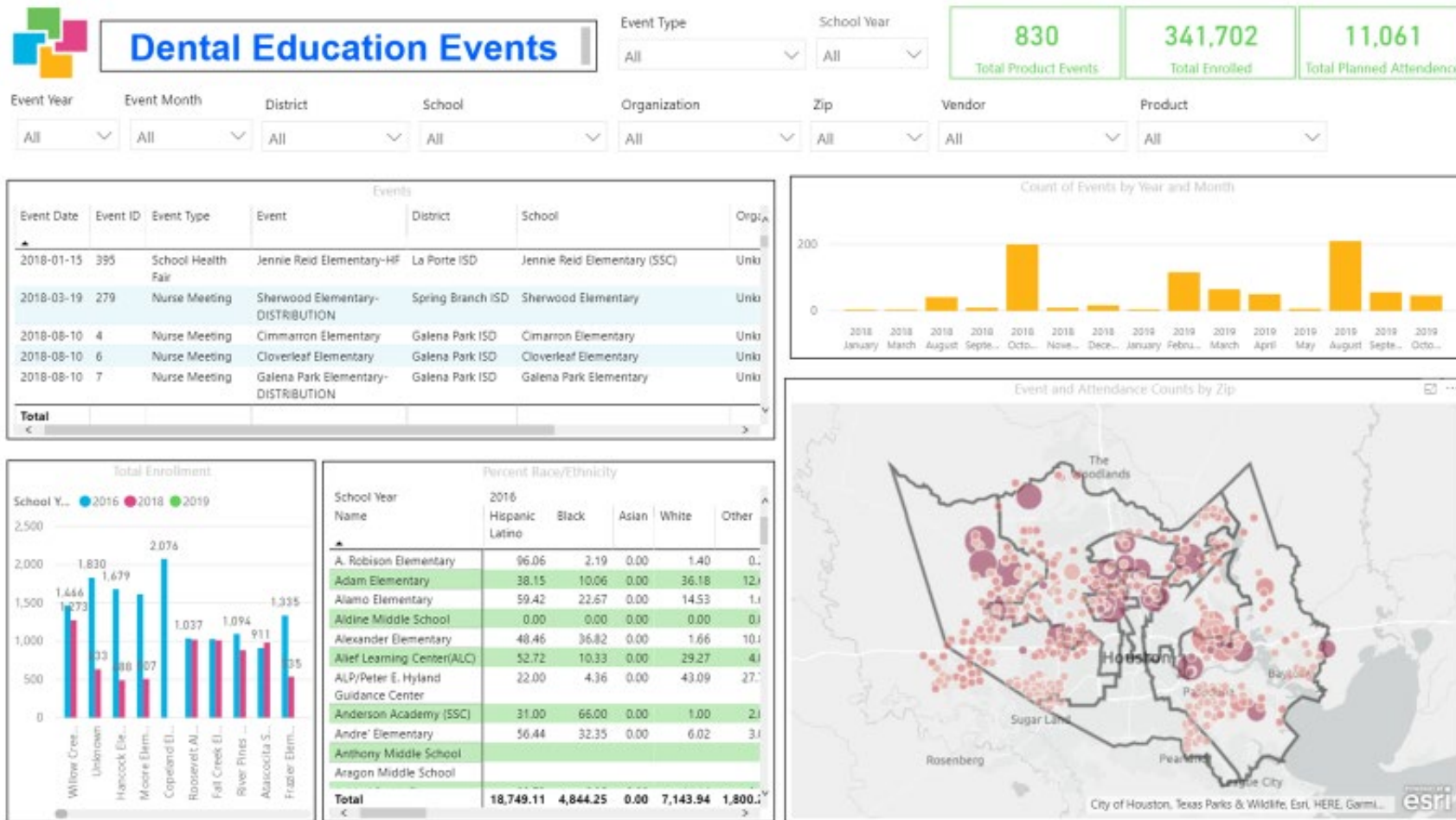Functional Area: Nutrition & Chronic Disease Prevention (NCDP)
Dept. Funding Priority #:   2

Funding Request*:

Start-Up Costs (One-time)	$	875,000
Cost of Positions (Recurring)		2,618,900
Other Recurring Costs		201,765
Total Request	$	**3,695,665**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
There is a need for expanded preventative services and enhanced self-management programs for people living with chronic conditions. Expanded services and programs may help to identify environmental issues that potentially exist. Add two new mobile dental units and a WIC mobile unit for reaching underserved communities.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
HCPH would like to expand its Diabetes Prevention, Healthy Aging, One Breath At A Time (Asthma), Mental and Behavioral Health, Physical Fitness, Women Infants & Children (WIC), Early Care and Education and Heart Disease programs. Expansion of these programs will help equip the community with preventative measures and education. In Addition, HCPH will add 2 new mobile dental units to provide services in the underserved communities.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The return on investment (ROI) on chronic disease prevention is robust, particularly when compared to hospitalization costs.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
HCPH will leverage our in-house Data Warehouse (DW) Program to report metrics on monitoring chronic diseases, community participation in programs, and patient care.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court. See below for examples.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
See below.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Mobile Health Unit : Summarized Patient Visit Analysis

Harris County Public Health
Building a Healthy Community

Year	Month	Preci...	Service	Location
2019	All	All	All	All

Sevice Dates

Service	Start Date	End Date
HTW	6/19/2019	11/6/2019
Immunizations	10/28/2019	11/7/2019
Dental	10/29/2019	11/7/2019

Total Patients Seen

382

Patients Seen by Service

- Immunizations: 218
- HTW: 102
- Dental: 62

Patients Seen by Service Per Precinct

Precinct ●1 ●2 ●3 ●4

- Immunizations: 9 (1), 74 (2), 20 (3), 115 (4)
- HTW: 53 (2), 49 (4)
- Dental: 39 (2), 23 (4)

Mobile Health Event Locations by Precinct

Precinct	Location	Patients Served
1	WIC - SCARSDALE	9
2	RILEY CHAMBERS COMMUNITY CENTER	22
2	WIC - FALLBROOK	1
2	WIC - SHAVER	143
3	WIC - BEAR CREEK	20
4	WIC - CYPRESS STATION	25
4	WIC - EMERALD PLAZA	65
4	WIC - FALLBROOK	97
Total		**382**

www.hcphtx.org

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

NCDP	Program	Salary+Fringe		Total Cost	Reason Needed
Dental Mobile Team	Team includes a Nurse, patient outreach, referral technician, Medical records specialist	$ 550,000	10	$ 1,100,000	2 teams for Mobile Unit Team includes a Nurse, patient outreach, referral technician, Medical records specialist
Diabetes Prevention Program (DPP)	Project Coordinator	$ 87,360	1	$ 87,360	DPP would like to expand the programs and key community partnerships in Harris County including houses of faith, senior serving organizations and community centers to allow for more comprehensive Diabetes programming and Harris County
Diabetes Prevention Program (DPP)	Project Assistant	$ 56,160	2	$ 112,320	
Diabetes Prevention Program (DPP)	Life Coach (contract)	$ 60,000	1	$ 60,000	Certified instructor to help manage chronic disease
Healthy Aging	Clinical & Behavioral Social Worker	$ 97,500	2	$ 195,000	A clinical and behavioral social worker is needed to help program participants work through the difficult emotions surrounding managing their chronic conditions
WIC	Culinary Professional	$ 75,000	1	$ 75,000	Promoting education and demonstrate healthy eating through food demonstrations at mobile health villages
WIC Mobile Team	WIC Mobile Team including Nutritionists, nutrition assistants, and mobile unit technician	$ 275,000	5	$ 275,000	manage program promote outreach and provide information dissemination
Mental and Behavioral Health	Part time program support staff	$ 41,600	2	$ 83,200	manage program promote outreach and provide information dissemination
Zumba Drum fit Mobile Bootcamp	Exercise Assistant (in class)	$ 109,200	1	$ 109,200	manage attendance records assist with class set up and take down, perform fitness assessments, collect and manage paperwork to measure progress

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Zumba Drum fit Mobile Bootcamp	Program Admin	$	78,000	1	$	78,000	Manage program data and metrics, keep attendees engaged in program for healthy outcomes
Heart disease blood pressure stroke	Project lead	$	97,500	1	$	97,500	manage project responsible for recruitment of barbershops and training
Early Care and Education	Unit manager	$	112,320	1	$	112,320	Dedicated staff is needed to manage the develop a unit dedicated to Early childhood health and development focusing on children birth -5 in Harris County and developing key community partnerships and resources.
Early Care and Education	staff	$	78,000	3	$	234,000	
TOTAL				31	$	2,618,900	

*****Note:** *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

Functional Area: Disease Control and Clinical Prevention (DCCP)
Dept. Funding Priority #:   3

Funding Request*:

Start-Up Costs (One-time)	$	3,626,800
Cost of Positions (Recurring)		5,342,389
Other Recurring Costs		1,143,000
Total Request	$	**10,112,189**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Disease Control and Clinical Prevention (DCCP) division needs a software system upgrade to integrate EPIC, THISIS, Texas DHHS forms and enhance technologies to improve patient care, communication and reporting. In addition, HCPH is requesting four mobile health clinics and four Health Hubs.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Technology upgrades would be a one-time cost for software program enhancements to the patient record systems which would allow for better communication and ease patient record systems. Adding mobile clinics and program funds to the DCCP primary programs (e.g., Tuberculosis (TB), HIV, Refugee) will allow all the programs to expand and provide more comprehensive services to the communities in need. Mobile Units and Health HUBs would provide services in underserved communities.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Providing services in all communities, particularly the underserved communities support the mission of keeping the community healthy.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
HCPH will leverage its Data Warehouse for optimizing reports and metrics across the systems.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court. See below for example
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
See below.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
None.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Harris County Public Health
Building a Healthy Community

Mobile Health Unit : Summarized Patient Visit Analysis

Year	Month	Preci...	Service	Location
2019 ⌄	All ⌄	All ⌄	All ⌄	All ⌄

Sevice Dates

Service	Start Date ▲	End Date
HTW	6/19/2019	11/6/2019
Immunizations	10/28/2019	11/7/2019
Dental	10/29/2019	11/7/2019

Total Patients Seen

382

Patients Seen by Service

Service	Patients
Immunizations	218
HTW	102
Dental	62

(bar chart, x-axis 0 to 250)

Patients Seen by Service Per Precinct

Precinct ●1 ●2 ●3 ●4

Immunizations: 9, 74, 20, 115
HTW: 53, 49
Dental: 39, 23

Mobile Health Event Locations by Precinct

Precinct ▲	Location	Patients Served
1	WIC - SCARSDALE	9
2	RILEY CHAMBERS COMMUNITY CENTER	22
2	WIC - FALLBROOK	1
2	WIC - SHAVER	143
3	WIC - BEAR CREEK	20
4	WIC - CYPRESS STATION	25
4	WIC - EMERALD PLAZA	65
4	WIC - FALLBROOK	97
Total		**382**

www.hcphtx.org

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

DCCP	Program	Salary+Fringe	#of positions	Total Salaries	Reason Needed
TB	Nurse Researcher/Informatacist		1	$ 125,000	Analyze surveillance and clinical data, integrate technology and TB care
TB	RN (Bilingual Spanish/Vietnamese)		1	$ 115,000	Improve Pt, Community Engagement
TB	LVN (Bilingual Spanish/Vietnamese)		2	$ 175,000	Improve Pt, Community Engagement
TB	Security for increased clinic hrs		1	$ 72,500	Improve Pt, Community Engagement
Ryan White	Health Equity Analyst		1	$112,500	Applies principles of health equity to perform a variety of functions, such as but not limited to: planning, monitoring/evaluation, assessment, and capacity-building for Harris County EHE activities
Ryan White	Coalition Coordinator		1	$112,500.00	Engages stakeholders and community members to implement community-based strategies to increase proportion of VL suppression in newly diagnosed and return to care individuals. Collects, analyzes, and reports data for the purposes of community assessment and program evaluation.
Ryan White	Administrative Coordinator		1	$90,000.00	Performs customary and routine administrative support activities for EHE project staff
Ryan White					

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

HIV	HIV Administrative Secretary		1	$ 48,000	Provides support to HIV Manager. Responsible for reporting and administrative duties.
HIV	Bilingual HIV Risk Reduction Specialist		2	$ 162,000	Responsible for HIV testing, counseling, and linkage to care. (Spanish Speaking)
HIV	HIV Prevention Risk Reduction Specialist		2	$ 108,000	Responsible for HIV testing, counseling, and linkage to care.
HIV	HIV Disease Intervention Specialist		1	$ 60,000	Notify HIV/STD partner solicitation - Outreach Team Lead
HIV	HIV Epidemiologist		1	$ 52,000	Assist HIV Program in HIV Assessments, Research, Development to a successful program.
HIV	Education Outreach Specialist		2	$ 80,000	Provides Contact Investigation and DOT/DOPT Services
HIV	Web Developer		1	$ 75,000	Creating Social Media Hubs, Web designs, provide support on all web/app based content
HIV	Clinic RN		1	$ 68,400	Reports to Clinic NP, Provides support in PREP Clinic and STD Treatment
HIV	Clinic MA		1	$ 33,600	
CQMP	QM Nurse		1	$ 82,543	
CQMP	QM Specialist		1	$ 94,042	
CQMP	QM Specialist		1	$ 81,668	
CQMP	Medical Records Technician		1	$ 58,670	
CHP	Physician-E		1	$ 48,000	QA, IC, Clinical improvements, Vaccine/Immune expansion and record keeping/reporting
CHP	Licensed Vocational Nurse-P		2	$ 108,000	Provide clinical services, draw blood and provide FNP support during clinic

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

CHP	Clinical Coordinator-P		1	$	108,000	Responsible for providing a summary of data: reports, metrics, demographic information, income information….to support clinical expansion and new patient population, support Mobile data as well
CHP	Medical assistant- E		2	$	60,000	Responsible for marketing and providing outreach for the clinics. Looking for new patients and creating community partnerships
CHP	Data Analyst- P		1	$	52,000	Provides Clinical support but also manages/oversees the day to day operations of the clinic (s)
CHP	Outreach workers-P		4	$	80,000	Provide Admin duties for the clinic: check-in, check-out, eligibility…
CHP	Registered Nurse Clinic Manager-P		1	$	75,000	Initiate effective marketing campaigns online, and to translate clinic goals into successful marketing campaigns
CHP	Client Service Specialist- E		1	$	68,400	The Lead Outreach worker would oversee the Outreach Team. Set direction, manage expectations, and report to the Program Director
CHP	Digital Marketing Specialist-P		1	$	50,000	This position would report to the Clinic Manager/Managers. Would be the second-in-command when the Clinic Manager is occupied or not available. This position would be responsible for ensuring the Clinic is running at 100% productivity and troubleshoot accordingly
CHP	Lead Outreach Worker- P		1	$	45,000	
CHP	Office Supervisor-P		2	$	100,000	one per clinic

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

CHP	Clinic		1	$ 33,600	Registers Patients for PREP Clinic, vital signs collected, supports clinic services
Refugee	Health Education Specialist		1	$79,612	
Refugee	Data Analyst-Healthcare*		1	$81,170	
Refugee	Licensed Social Worker*		1	$86,471	
Refugee	Outreach Coordinator		1	$60,713	
Mobile Unit Teams	Team includes a Nurse, patient outreach, referral technician, Medical records specialist	$ 600,000	16	$ 2,400,000	4 teams for Mobile Unit Team includes a Nurse, patient outreach, referral technician, Medical records specialist
Total DCCP			62	$ 5,342,389	

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Public Health Services**

Functional Area: Office of Science Surveillance and Technology (OSST)
Dept. Funding Priority #:   6

Funding Request*:

Start-Up Costs (One-time)	$	1,000,000
Cost of Positions (Recurring)		3,096,780
Other Recurring Costs		372,800
Total Request	$	**4,469,580**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Epidemiology is currently a "reactive" science. Once people become ill, epidemiologists must work backwards- analyzing the movement of infected people, animals and/or products, group behaviors, etc. to trace the source/cause of an illness. The challenge of this research & development opportunity is to provide epidemiologists the ability to be "proactive" in their science to be able to predict future outbreaks of illness. This would allow Harris County Public Health (HCPH) to focus preventive care on areas likely to be hit hardest to minimize the impacts of illness. Specific technologies requested include the following: Sagemaker, SAS, R, STATA, GIS etc..
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Increasing the number of epidemiologists working with our Data Warehouse (DW) Program serves HCPH in a variety of capacities related to data development and reporting. On the reporting side, DW is responsible for tracking and fulfilling data requests via data analysis, data visualization, and map production, working with developers to ensure data are correctly loaded for analytic purposes, performing production product development, executing data use agreements, tracking employee human subjects, HIPAA training to ensure research integrity and HIPAA compliance, and conducting staff training. $1,000,000 one-time costs for data warehouse contractor expense. This allows for better information dissemination, reporting, and decision-making.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
1 epidemiologist per 100,000 capita is the industry standard per the National Council of State and Territorial Epidemiologists. HCPH is currently operating at 0.3 per 100,000.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
HCPH will leverage its Data Warehouse to report metrics.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
HCPH will create a dashboard for reporting results and provide an annual report to Commissioners Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
See below.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
None.

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

OSST	Program	Salary+Fringe	#of positions	Total Cost	Reason Needed
	OSST Epidemiologists	$ 146,640	17	$ 2,492,880	1 Epidemiologists per 100000 capita per National Council of State and Territorial Epidemiologists. Currently operating at .3 per 100000
	Data Analyst	$ 140,400	1	$ 140,400	SEU will increase capacity in the department by hiring additional FTE's in the following positions to address staffing gaps and growing county needs. It is expected that additional staff will result in additional funding to HCPH through grants and improved surveillance and emergency response capacity and development of epidemiologic research, dissemination of excellence in surveillance activities. Hiring additional personnel to address MAVEN gaps will allow SEU to optimize data analysis and therefore ensuring data requests are accurate and addressed in a timely manner to meet increased demands for data information from partners in the community and stakeholders.
	OSST-AI Analyst	$ 140,400	1	$ 140,400	
	Investigator	$ 93,600	1	$ 93,600	
	GIS	$ 90,000	1	$ 90,000	Dedicated GIS specialist to assist with policy health issues
	OSST-Data and Technology Analyst	$ 139,500	1	$ 139,500	Funding is needed for a position that will oversee software deployment and usage for drone flight operations, lead day-to-day development of Artificial Intelligence/Machine Learning Epidemiology, assist with TIU special projects such as Health Hubs and mobile specialty units, plus support various OSST data-driven initiatives.

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Total			22	$3,096,780	

__Note:__ For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #4: Progress Update on Expansion Funds Provided for the Current Fiscal Year (FY2019/20)

Department: **Public Health**

Expansion Funding Added to the FY2019/20 Budget: $1,000,000 $1,000,000 increase vs. initial, proposed allocation. $4,733,000 total increase vs. prior year allocation.

A) Describe the purpose of the funding that was provided and what you expected to accomplish.
The goals for the increased funding were to implement a community-based health services program which includes mobile health services, new wellness centers, and health hubs to provide affordable, convenient, high quality healthcare services to Harris County residents most in need.   Specifically, HCPH's mobile expansion includes the development and implementation of a new mobile community health services platform, including, but not limited to, logistics, training, partnership, and deployment of additional medical mobile units. This mobile platform will allow HCPH to address the access to care barrier by bringing healthcare services and resources directly into communities via Mobile Health Impact Teams (M-HIT), and work in conjunction with our brick and mortar health centers to expand our reach to improve health outcomes of Harris County residents.   A portion of the additional funds were used for community-based work across our Environmental Public Health (EPH), Veterinary Public Health (VPH), and Mosquito & Vector Control (MVC) divisions. Specifically, EPH funds were used for environmental, water quality and built environment education. VPH funds were used for animal cruelty prevention. MVC funds were used for outreach and education related to mosquito breeding and bite prevention.
B) How are you measuring whether you're achieving the stated goals?
A special projects team was deployed to lead the planning, strategy, operations, and logistics for the new enterprise mobile team service delivery expansion platform. This special projects team was charged with developing a project scope in which the vision and objectives would be layered into a project plan to track deliverables, deadlines, metrics to measure achievement, and ongoing quality and process improvement. The outcome by which the goals are measured is through monitoring and control of project deliverables in deploying and developing teams, processes, performance and productivity around piloting the new service delivery model in scheduled community partnerships throughout the precincts.   All outreach and educational activities are required to be reported through our Data Warehouse program. Additionally, we have a new positions monitor that tracks onboarding of new employees. We also closely monitor patient activity and trends, and weekly progress reports are delivered to executive management.
C) Discuss what has been accomplished so far and whether you're meeting your goals.
After an extensive planning phase, including onboarding new employees and contractors, we delivered mobile medical services in June 2019. Over 70 patients serviced in first 90 days.   Signed letter of intent for health hub at Riley Chambers Community Center in October 2019.   Partnered with Sheldon ISD to open health hub.   Filled 26 out of 37 new positions (70% occupancy rate).
D) What remains to be done and what is the outlook and timeline for completion?
Deployment of new medical and dental mobile units – February/March 2020   EPIC modifications to support a broader service profile – January 2020   Mobile Phase II TB HIV Telehealth – March 2020   Construction and opening of health hubs – Fall 2020
E) How much of the expansion funding amount are you requesting to be continued in the upcoming fiscal year (FY 2020/21)?
We request all of our expansion funding to be continued in the upcoming fiscal year as most of the funding was used to fund positions. These positions play a vital role in the continued rollout of our mobile health strategy, community-based education and prevention.

# 292-UNIVERSAL SERVICES

Data as of: 11/11/2019

Avg. Annual Budget Increase Last 5 Years: 10.1%

FY 20 Adopted Budget Per Capita (Harris County): $13.19

General Fund

Budgets	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Original Adopted	$38,400,000	$41,600,000	$48,491,000	$54,267,000	$58,500,000	$62,000,000
Final Adjusted	$41,160,541	$42,246,103	$52,678,701	$57,811,562	$65,192,889	$73,102,963
Rollover Received	$2,534,844	$3,115,745	$3,715,194	$4,516,207	$3,934,129	$8,088,932
Rollover % of Adopted	7%	7%	8%	8%	7%	13%

Actual Spent	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20 YTD
Labor & Benefits	$22,481,784	$24,623,861	$27,488,763	$31,361,542	$36,286,010	$28,002,192
Non-Labor/Transfers	$15,356,984	$13,780,780	$20,446,810	$21,682,453	$19,533,180	$15,925,001
Actual Spent	$37,838,769	$38,404,641	$47,935,573	$53,043,995	$55,819,191	$43,927,193

Adopted Budgets & Expenditures

Annual Rollover
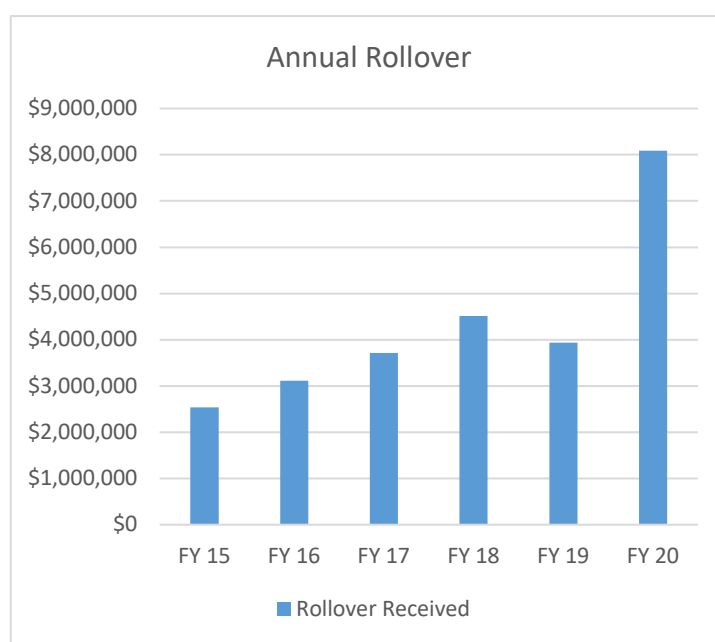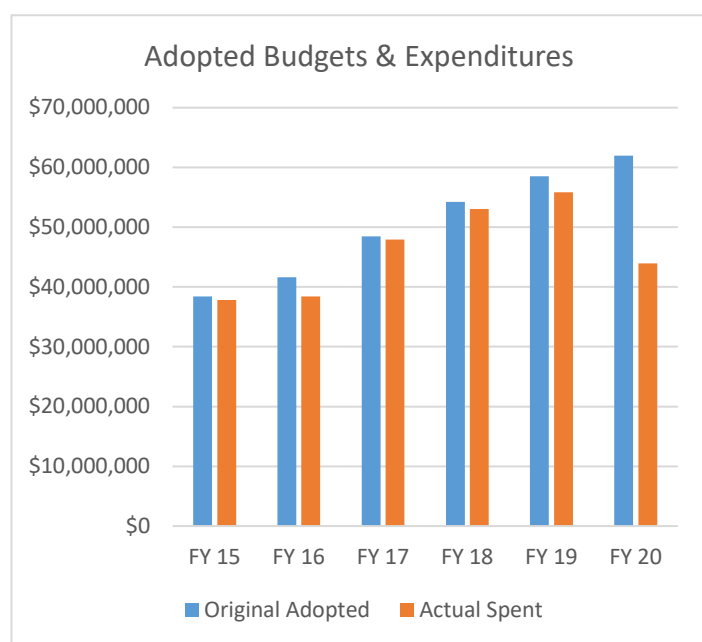
FY20 Rollover as a % of FY20 Adopted Budget: 13.0%

Other Department Resources

Fund	Number of F/T Positions	FY 19 Actual Expense	FY 20 Adjusted Budget
Total Other Department Resources	**131**	**$56,806,292**	**$71,683,108**
20A0-PORT SECURITY PROGRAM	0	$406,057	$440,948
2380-JUSTICE COURT TECHNOLOGY FUND	0	$171,591	$385,998
23F0-GENERAL ADMIN RECORDS MANGEMNT	0	$121,046	$325,867
23I0-CTS RECORDS MANAGEMENT	0	$73,701	$895,020
23L0-COUNTY-WIDE RCDS MGMT-CRIMINAL	0	$361,938	$2,572,971
2510-POLLUTION CONTROL DPT MITIGATI	0	$0	$531
2730-FIRE CODE FEE	0	$78,218	$0
3960-COMMERICAL PAPER SERIES A-1	0	$1,088,354	$4,088,110
5500-CENTRAL SERVICE-VMC	89	$43,967,531	$52,191,003
5520-PUBLIC SAFETY TECHNOLOGY SERV	42	$10,536,788	$10,780,812
7094-HURRICANE IKE 2008	0	$0	$1,848
7234-FLOOD OF MAY 2015	0	$1,068	$0

PERSONNEL SUMMARY FOR UNIVERSAL SERVICES
All Department Funds
as of November 2019
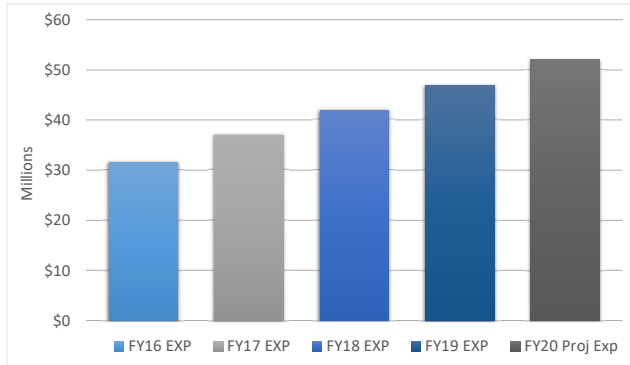
Annual Labor Expense

Legend: FY16 EXP, FY17 EXP, FY18 EXP, FY19 EXP, FY20 Proj Exp

Total Number of Positions

Legend: Filled, Vacant

Compared at MARCH of each year. Current = NOVEMBER 2019
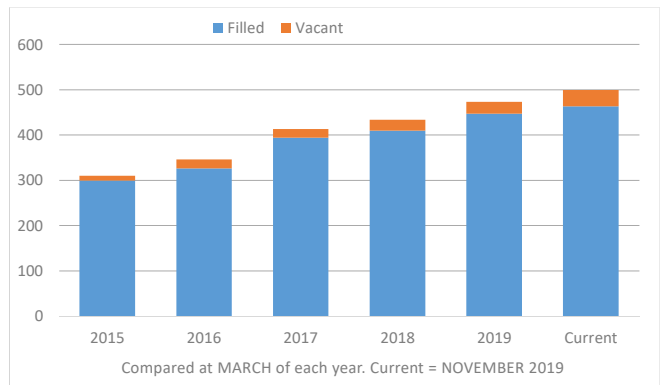
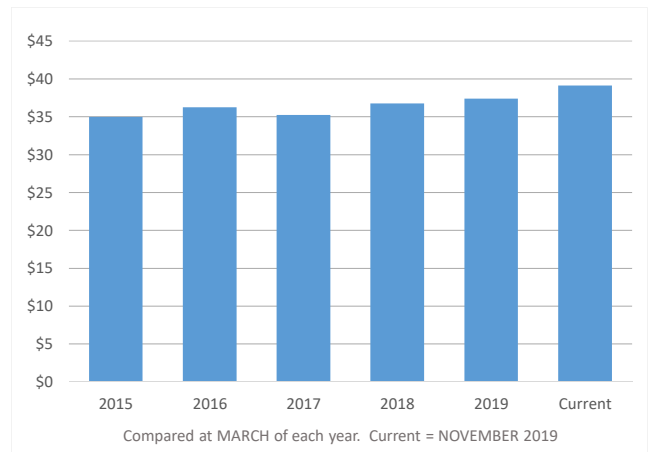## Avg. Salary Increases For Existing Full-Time Employees

People Here Since	# Employees	Total % Change	Avg. Annual % Change
Sept 2018	398	4.0%	4.0%
Sept 2017	338	10.4%	5.1%
Sept 2016	264	10.6%	3.4%
Sept 2015	225	14.5%	3.4%
Sept 2014	158	21.5%	4.0%

	Filled	Vacant	Total
R32+	462	36	498
Temp	1	0	1
	0	0	0

Retirement Eligibility

Legend: Eligible, 0 - 3 Years, 3 - 6 Years, 6 - 10 Years, > 10 Years

28%, 9%, 12%, 14%, 37%

Dept. Average Hourly Base Pay Rate

Compared at MARCH of each year. Current = NOVEMBER 2019

Employee Tenure

Legend: 0-3 yrs, 3-6 yrs, 6-10 yrs, 10-20 yrs, 20+ yrs

28%, 18%, 12%, 26%, 16%
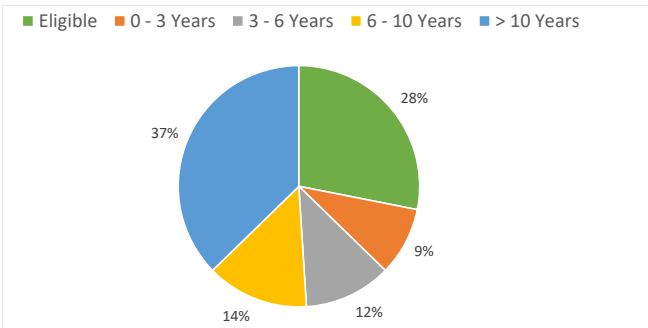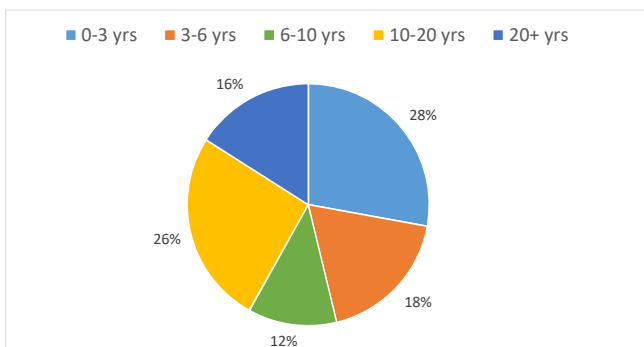
Number of Employees by Age
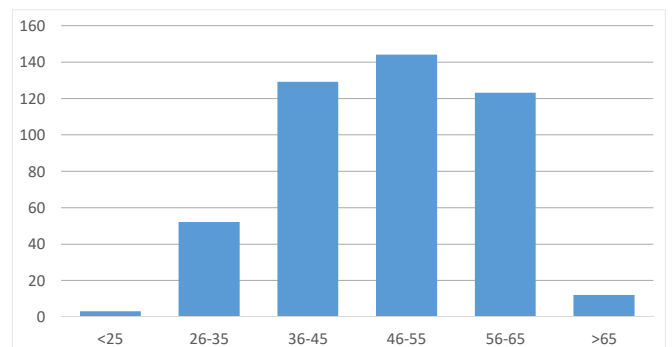
Department-Provided Information

Universal Services

Services Overview
Updated: November 8, 2019

Deputy Executive Director

Bruce High — Executive Director & Chief Information Officer

Executive Assistant

Human Resources

Administrative Assistants

Business Operations
- Asset & Materials Management
- Contract Management
- Financial Services
- Vehicle Titles & Registrations
- Utility Processing

Business Alignment & Enablement
Application Portfolio Management	Business Continuity Management
Business Systems Analysis	Customer Success
Data Management	Financial Planning & Analysis
Information Governance	Marketing & Communica-tions
Project Management Office	Technology Committee Facilitation

Information Technology
Business Applications	Business Intelligence & Analytics	Customer Service Desk	Cyber Security
Data Center Services	Database Development	Data Quality	Data Warehousing
Deskside Support	Document & Digital Asset Management	Enterprise Resource Planning	Enterprise Scanning Center
Geographic Information Systems (GIS)	Hyperion Planning & Budgeting	IT Compliance	IT Service Desk
Network Services	Quality Assurance	Records Center	Technical Solution Architecture
Telephone Operators	Training	Voice Services	Web Technologies

Public Safety Technology
Grant Management	Justice Applications
Law Enforcement Applications	Law Enforcement Liasons
Radio Communica-tion Services	Safety
Emergency Prepardness & Response	Video Security Services
Access Control	

Fleet
- Vehicle Maintenance
- Vehicle Purchases & Builds
- Specialty Equipment Maintenance
- Fuel
- Parts Management

Form #1: Department Mission and Metrics

Universal Services - 292

A) Department Purpose/Mission

To support the mission of Harris County by developing, implementing, and providing high quality, innovative, and cost-effective solutions.

B) Discuss your department's accomplishments in the last year.

IT Infrastructure Services

- Worked with agencies including the Fire Marshal's Office (FMO), Commissioner Precinct 1, and Public Health to migrate approximately 3,500 Outlook users to Exchange Online in the cloud. This migration will enable increased storage capabilities while reducing costs.
- Completed the replacement of our existing phone systems for Commissioner Precinct 1 and Harris County Flood Control District as part of the on-going effort to replace the multiple individual phone systems with a centralized enterprise system. The effort is approximately 75% complete.
- Continued strengthening Harris County's cybersecurity posture:
    - Continued the expansion of our Identity Governance and Administration (IGA) solution, integrating it with Pro-Watch (badge access system) and PeopleSoft to improve security and help automate access management processes ensuring users have the right access at the right time. Harris County's IGA solution helps ensure our users only have access to what they need to do their jobs. Access to applications and other key resources are added and removed appropriately.
    - Continued the deployment of Mobile Device Management (MDM) for county-owned devices to other departments as requested enhancing a department's ability to remotely manage and secure mobile devices.
    - Analyzed available options and completed the purchase of a computer-based cybersecurity training and awareness curriculum for county employees to improve their ability to recognize a threat, risk, and best response.
    - Procured and began implementation of an Advanced Threat Protection solution to improve endpoint protections and to enable rapid incident detection and response capabilities through advanced technology and 24x7 monitoring services.
    - Enhanced our incident response capabilities improving our ability to respond quickly and effectively to incidents should they occur.
- Performed day-to-day maintenance and support for:
    - 2700 virtual servers

- 19 petabytes of network attached storage
- 300 terabytes of data backed up nightly
- 25,120 total mailboxes (9,312 in Office 365; 15,808 on-premise)
- 3,400 wireless access points
- 48 wireless controllers
- 27 firewalls
- 1,973 switches and routers
- 16 load balancers
- 500 remote site critical uninterruptible power supplies
- 13,012 Windows-based endpoints
- 16,700 telephones
- 373 data circuits

Business Application Services

- Deployed the Flood Control District Flood Warning System (FWS) Alerts functionality, providing constituents the ability to register and receive flood alert warnings via email and/or text messages when events occur.
- Provided website content services and support for emergency activations at Harris County Office of Emergency Management and Homeland Security for Deer Park ITC fire, Crosby fire, and Baytown ExxonMobil fire incidents.
- Redesigned the ReadyHarris.org website for the Harris County Office of Homeland Security & Emergency Management (HOCHSEM) to simplify navigation and render the site mobile friendly.
- Redesigned Commissioner Pct. 3's website enabling constituents easy access to valuable content.
- Worked with Commissioner Precincts 1 and 2 to understand their financial reporting needs to develop dashboard-reporting tools to facilitate better accounting management as part of an enterprise strategy to develop business intelligence and data analytics throughout the county.
- Continued the re-implementation of the FleetWave fleet maintenance application to consolidate multiple off-site hosted versions of the software into one system installed in the Universal Services data center. This will allow more consistent and reliable support as well as easier implementation of best practices around fleet maintenance. The project is currently in User Acceptance Testing and will go live in 2019.
- Continued with the implementation of PeopleSoft as a replacement for the IFAS accounting system. This includes functionality for financials, supply chain/procurement, human resources, benefits, timekeeping, and payroll that affects all county departments. The implementation will provide new technology, best practices, enhanced reporting capabilities, additional

functionality, and improved security of critical county data. The project is currently in User Acceptance Testing, with the first phase deploying in 2020.
- Performed day-to-day support for:
    - 71 custom applications
    - 700+ service tickets per year
    - 50+ websites with over 13 million page views per year
    - Central repository of graphical information system (GIS) used by 14 county departments

Public Safety Technology Services

- Deployed the Integrated Justice (JWeb) Criminal Court Case Management system replacing the forty-year-old Justice Information Management System (JIMS).   JWeb is based on modern architectural concepts, programming languages, and hardware platforms. This enables increased data accessibility and improvements to business processes. JWeb was sponsored by the then Justice Executive Board (JEB), now Justice Technology Committee (JTC), and was completed in cooperation with all justice agencies including the District Clerk's Office, District Attorney's Office, Sheriff's Office, District Court Administrators and the Office of Court Management.
- Completed three major upgrades of the Computer Aided Dispatch (CAD)/Records Management System (RMS) to receive new functionality and resolve issues.
    - From 18.0 to 18.5 in February 2019
    - From 18.5 to 19.1 in May 2019
    - From 19.1 to 19.2 in October 2019
- Commissioned a new radio communications tower at HCSO 911 Dispatch to improve coverage in northern Harris County.
- Deployed a Web-Based Interoperability Talkgroup management tool for Public Safety Answering Point, Emergency Managers, and First Responder agencies to help reduce coordination times during incidents.
- Entered large-scale deployment of a cellphone to TXWARN radio application to improve agency situational awareness and aid in tactical operations.
- Implemented turnstile technology in the Juvenile Justice Center in partnership with Constable Precinct 1 to improve security and provide efficient access for participants of the Frequent Courthouse Visitors program.   The same technology will be used in other county buildings hosting courtrooms.

Customer Service

- Supported the Shared Technology & Reporting System (STARS) by delivering twenty-six (26) training classes with 557 participants and twenty-one (21)

training labs with 346 participants across numerous agencies.
- Provided training on the new telephone system to over 775 Harris County employees.
- Provided senior training classes at community centers for over 900 participating Harris County citizens.
- Performed day-to-day support:
  - Answer 630,000+ operator calls per year
  - Answer 98,000+ help desk calls per year
  - Process 52,000+ customer services requests per year
  - Issue 8,500+ badges per year
  - Review 2,400+ change requests per year

Records Management

- Completed a successful proof of concept for a scanning solution at the Records Center utilizing the enterprise document management tool OpenText. When fully implemented, the solution will reduce the storage and maintenance of paper records, decrease record storage space requirements while increasing the ability for quickly locating electronic documents.
- Developed a request for information (RFI) with the Information Governance Committee for a tool to assist with Public Information Requests. The purpose of the tool would allow agencies to improve the transparency and response time for these requests.
- Added one new customer, Juvenile Probation in Baytown, and will be bringing on Engineering Drawings shortly.
- Completed 40 departmental destructions (year-to-date) reducing inventory by 12,889 boxes since April 2019.
- Day-to-day management of 83,000+ boxes and 187 million+ pages in inventory.

Emergency Preparedness and Response

- Day-to-day support and maintenance of 50 pieces of equipment (boats, demilitarized trucks, trailers, etc.).
- Training classes, with over 20 projected for 2020
- Supported the Atlas plan crash event in February 2019 with an airboat and operators to provide night search capabilities for missing crew members.
- Supported the weekend rain event by pre-staging 2 airboats
- Supported the tropical storm Imelda event with
  - Four LMTV M1078 high profile vehicles
  - Four flood boats
  - Six – ¾ ton trucks

- Two airboats
- Due to maintaining proper preventative maintenance schedules, all equipment was available within two hours of the deployment request, performing without failure.

C) Discuss actions taken to drive efficiency and productivity in your department.

- Regular and continuous budget reviews (both general fund and CIP funds) to ensure appropriate spend. Manual spend forecast calculations to ensure budgets are met.
- Dashboards created to monitor budgets.
- Project management in place to ensure timeline and budget objectives are met.
- Engaging in constant communication with departments through Customer Success Managers, Project Managers, and Business Analysts to ensure we are working on the most valuable services.
- Weekly review of tasks to ensure completion and correct prioritization.
- Training, both on-line and in-person, is used to improve skillsets and keep employees up-to-date with the latest technologies.

D) Describe any new responsibilities your department assumed this year.

- The Web Technology and GIS team assumed an additional scope of responsibility related to OEM activations. The teams now provide on-site support (at Transtar/OEM) during and for the duration of an OEM activation. During activations, the teams provide system and content updates as required for each unique activation, including activities such as updating existing web sites, creating new web site capabilities, updating existing mapping capabilities, and creating new mapping capabilities.
- Vehicle control functions transferred to Universal Services in 2019. These responsibilities include adding, deleting, and modifying Vehicle Control Numbers (VCN), reviewing vehicle purchase requests, financing vehicles, and billing of financed vehicles.

E) Specify any costs your department incurred this or last year that you won't have next year.

N/A

Form #1: Department Mission and Metrics

F) Describe measures you use to track and evaluate internal performance (e.g. operational efficiency, work output, quality and timeliness, staff workload, etc.). Show the key measurements for this and last fiscal year.

- We conduct employee evaluations on an annual basis. Employees are rated (Needs Improvement, Meets & Sometimes Needs Improvement, Meets Expectations, Meets & Sometimes Exceeds Expectations, Exceeds Expectations) on a list of expectations for their position within seven different dimensions (Breadth of Accountability, Business Knowledge, Communication, Leadership, Project Leadership, Team Work, Technical Knowledge). During the evaluation process, employees receive specific goals for achievement the following year. The entire evaluation process is automated utilizing an in-house developed application. The evaluation data feeds a dashboard that is used to analyze the organizational results as a whole.
- For those services where data is available, dashboards are used to monitor productivity. For example, in the Customer Service area, data exists for tickets solved per technician, tickets processed/completed, number of operator calls processed per month, training classes and the number of students trained, etc.
- Apply Application Portfolio Management (APM) best practices to the portfolio of supported applications. This includes evaluating both the technical health and business fit of the application to determine if we should tolerate the application as is, invest more resources in the application, migrate the application to a new platform or eliminate the application. This ensures that we are spending resource time in the areas that provide the most return on investment.
- Apply Project Portfolio Management (PPM) best practices to the portfolio of in progress and requested projects. This includes prioritizing, staffing, scheduling, and progress tracking. The data collected on each project allows us to review our operating procedures for improvements and efficiencies.

G) Describe any external performance measures you use to track and evaluate whether your programs and services are achieving the public purpose (desired outcomes) for which they are intended. Show the key measurements for this and last fiscal year.

- Surveys are sent to customers to measure satisfaction. Prior to the implementation of larger initiatives, surveys are distributed to gauge receptiveness to new idea(s).
- Training surveys are completed by each student at the conclusion of every training class.

Form #2: Department General Fund Overview and Request for FY20/21 Budget Expansion

Expansion Only - Do Not Use This Form to Request Inflation Increases or Salary Adjustments for Existing Positions

Department: 292 - Universal Services

FY19/20 General Fund Adopted Budget:	$62,000,000
Rollover Budget Received in FY19/20:	$8,088,932

	List and Describe the Functions/Services Provided By Your Department (General Fund Only)	Estimated Annual Cost (FY19/20)	Number of Existing FTEs	Requested # of Additional FTEs to Fund	Total Additional Funding Requested*	% Change	Funding Request Priority Rank	Justification Sheet Required?*
1	IT Infrastructure Services - The mission of IT Infrastructure Services is to enable, connect and engage Harris County employees and residents through delivery of reliable and secure systems and services. The team consists of Network Services, Voice Services, Information Systems, Endpoint Engineering, Database Administration, Communications Operations, Facilities Project Management and Cybersecurity. The team is entrusted with providing enterprise-class connectivity, infrastructure, architecture design, database support services, data center facilities, and advanced telecom solutions for all Harris County departments and non-county agencies with which it collaborates.	$19,117,800	88	2	$1,469,843	7.7%		Yes
2	Business Application Services - Business Application Services collaborates with most Harris County departments and approximately 150 external agencies to develop, implement and support over 300 software solutions to align with business needs. In addition to applications, the team also supports a variety of tools, which enable functions including collaboration, web content management, document and digital asset management, spatial services, business intelligence, data warehousing, and data quality. The team consists of Customer Success, Project Management, Business Analysis, Development, Database, Quality Assurance and Configuration Management resources among others.	$21,288,746	133	24	$4,172,224	19.6%		Yes
3	Public Safety Technology Services - Public Safety Technology Services collaborates with Harris County's Public Safety agencies to develop, implement and support software solutions that align with business needs, and supports the mission-critical technical infrastructure and applications that enable public safety communications including the regional radio network as well as the use of FirstNet (enhanced public safety network). In addition, Public Safety Technology Services provides support for access control and video management systems for Harris County facilities, body-worn cameras and in-car video systems, and the Houston ship channel camera network.	$6,504,142	59	3	$1,059,088	16.3%		Yes
4	Customer Service - A 24/7/365 team comprised of Harris County Telephone Operators, Harris County Customer Service, Service Desk, Deskside Support, Change Management, Technology Procurement and Training servicing Harris County departments and citizens.	$4,457,977	50	3	$645,224	14.5%		Yes
5	Records Management - Facilitates and promotes effective records management practices to ensure county departments comply with the Local Government Records Act. Provides off-stie storage of county records, ensures the transfer of permanent records of value to the Harris County Archives and coordinates the destruction of valueless physical and digital records through secure shredding.	$903,734	6	0	$0			

Department: 292 - Universal Services

| | | FY19/20 General Fund Adopted Budget: | $62,000,000 |
| | | Rollover Budget Received in FY19/20: | $8,088,932 |

6	Emergency Preparedness & Response - Emergency Preparedness & Response maintains standards for equipment, purchases equipment, provides maintenance for equipment and coordinates training in the use of equipment deployed in water rescue situations.	$321,488	4	1	$165,712	51.5%		Yes
7	Management & Administration - This function includes Business Operations, Human Resources, Administrative Assistants and Executive Management.	$6,706,113	31	1	$106,632	1.6%		Yes
8	Fleet Services (Transfer Out) - Fleet Services supports the procurement, maintenance and disposal of vehicles and equipment for Harris County departments including over 8,300 vehicles, trailers, and pieces of equipment (mowers, weed eaters, chain saws, etc.). Eleven (11) shop facilities provide maintenance and repair services throughout the county. Also, Fleet Services manages nineteen county-owned gas stations as well as managing the fuel cards for all commercial Fuelman stations.	$2,700,000			$200,000	7.4%		Yes
9	**CIP Operational Budget Impact** - Enterprise Resource Planning (ERP) - Project provides an enterprise solution for the financial, purchasing, payroll, human resource, treasury, audit and budgeting needs of Harris County. Budget increase required to cover cost of software maintenance fees created as a result of this project.				$1,906,000			Yes
10	**CIP Operational Budget Impact** - Cyber Security - Project enhances Harris County's overall cyber security posture. Budget increase required to cover cost of new staff positions (including benefits), hardware and software maintenance fees created as a result of this project.				$727,892			Yes
11	**CIP Operational Budget Impact** - Emergency Preparedness & Response (formerly Flood Water Rescue) - Project provides processes, procedures, equipment, training, and maintenance support of equipment to enhance the capability of Harris County to evacuate residents in the event of major flooding events. Budget increase required to cover cost of new staff position (including benefits), maintaining equipment, fuel, LTE and training				$68,000			Yes
12	**CIP Operational Budget Impact** - Security Infrastructure Installation & Upgrades - Project entailed the installation of cameras and access control infrastructure at 59 Harris County facilities including 14 in the downtown district and 45 in the outlying district. Budget increase required to cover cost of new staff positions (including benefits), hardware and software maintenance fees created as a result of this project.				$294,761			Yes

Department-Estimated Totals	$62,000,000	371	34	$10,815,376	17.4%	

* Budget expansion requests will only be considered for those items where a Budget Expansion Justification Sheet (Form #3) is completed and attached.

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: IT Infrastructure Services
Dept. Funding Priority #:

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)	$	248,509
Other Recurring Costs	$	1,221,334
Total Request	$	**$1,469,843**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The challenge addressed by this funding request is additional costs absorbed by Universal Services including maintenance for new Wireless Area Network locations, wireless access points purchased by departments or construction, switches purchased by departments or construction, storage purchased by departments and phones.   The opportunity addressed by this funding request is an increase in network bandwidth before it becomes a problem/challenge, as well as creating network redundancy so that there is no single point of failure from a connectivity standpoint.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed solution to the challenge of additional costs for maintenance is twofold – additional funds for the required maintenance contracts and additional personnel to allow the IT Infrastructure team to continue to provide the same level of quality service for the additional devices.   The proposed solution to the opportunity of increased network bandwidth and redundancy is funding for the increased bandwidth, updating backup circuits to fiber to allow higher network speeds and adding backup circuits where appropriate to create redundancy.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The maintenance costs for new equipment are standard costs that can be verified through maintenance contracts.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Monitoring network traffic to evaluate throughput.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Updates will be provided as requested by Commissioners Court
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Enterprise Technical Liaison (TECH LIAISON): $42.94/hr. – $89,315/yr., 26 pay periods – 2080 hours   Enterprise Network Administrator – Senior (FIELD SERVICE TECH I): $42.94/hr. – $89,315/yr., 26 pay periods – 2080 hours   * Figures reflected do not include benefits, which are expected to add 23.11% + $14,300 per position. Benefits have been calculated in the overall funding request
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: Business Application Services
Dept. Funding Priority #:

Funding Request*:

Start-Up Costs (One-time)	$	1,451,599
Cost of Positions (Recurring)	$	2,720,625
Other Recurring Costs	$	0
Total Request	$	**4,172,224**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The challenge for Business Application Services is that the demand for services far exceeds supply. The intake process for requested work estimates the required effort and the current backlog sits at 250% of the available capacity. The amount of work has grown significantly this year, especially in the areas of website development and management, and document management and digitalization. There are no indications that the rate at which services are being requested will decrease.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The approach to address the challenge is to increase the resources available. The approach is multi-fold. First, hire long-term contractors into new full-time positions where possible. Second, continue to fund existing contractors who have valuable business knowledge but are not eligible to be hired at this time. Third, create new full-time positions in areas of need where there is substantiated long-term work. Finally, fund new contractors in areas where there is currently a need, but work is expected to taper off. New positions will be hired as soon as appropriate candidates are identified.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
It takes anywhere from 6 months to a year for employees/contractors to become fully productive. Retaining long-term contractors through permanent positions or continued funding will significantly reduce any additional capacity issues.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
We will continue to monitor the requested work through our intake process to determine how the backlog of work is responding. If successful, the amount of backlog work should begin to reduce in approximately 6 months.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Backlog will be prioritized with the departments we support. Updates will be provided as requested by Commissioners Court members.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Enterprise Project Manager - (Technical) – Senior (ENT PROJECT MANAGER): $53.08/hr. – $110,400/yr., 26 pay periods – 2080 hours Enterprise Project Manager - (Technical) – Intermediate (ENT PROJECT MANAGER): $46.15/hr. – $96,000/yr., 26 pay periods – 2080 hours Enterprise Project Manager - (Technical) – Intermediate (ENT PROJECT MANAGER): $46.15/hr. – $96,000/yr., 26 pay periods – 2080 hours Enterprise Business Systems Analyst – Senior (ENT BUS SYSTEMS ANALYST I): $43.89/hr. – $91,300/yr., 26 pay periods – 2080 hours Enterprise Business Systems Analyst – Senior (ENT BUS SYSTEMS ANALYST I): $43.89/hr. – $91,300/yr., 26 pay periods – 2080 hours Enterprise Business Systems Analyst – Senior (ENT BUS SYSTEMS ANALYST I): $43.89/hr. – $91,300/yr., 26 pay periods – 2080 hours Enterprise Application Architect (ENT ARCHITECT – APPLICATIONS): $57.69/hr. – $120,000/yr., 26 pay periods – 2080 hours

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Applications Systems Analyst/Programmer – Lead (APPL SYS ANALYST/PGMR LEAD): $48.08/hr. – $100,000/yr. – 26 pay periods – 2080 hours
Applications Systems Analyst/Programmer – Senior (APPL SYS ANALYST/PGMR I): $48.89/hr. – $101,700/yr., 26 pay periods – 2080 hours
Applications Systems Analyst/Programmer – Senior (APPL SYS ANALYST/PGMR I): $48.89/hr. – $101,700/yr., 26 pay periods – 2080 hours
Applications Systems Analyst/Programmer – Senior (APPL SYS ANALYST/PGMR I): $48.89/hr. – $101,700/yr., 26 pay periods – 2080 hours
Applications Systems Analyst/Programmer – Intermediate (APPL SYS ANALYST/PGMR II): $41.49/hr. – $86,300/yr., 26 pay periods – 2080 hours
Applications Systems Analyst/Programmer – Intermediate (APPL SYS ANALYST/PGMR II): $41.49/hr. – $86,300/yr., 26 pay periods – 2080 hours
Geographic Information System (GIS) Specialist – Senior (ENT GIS SPECIALIST I): $57.69/hr. – $120,000/yr., 26 pay periods – 2080 hours
Geographic Information System (GIS) Specialist – Intermediate (ENT GIS SPECIALIST II): $36.06/hr. – $75,000/yr., 26 pay periods – 2080 hours
O365 Engineer (ENT ARCHITECT – APPLICATIONS): $57.69/hr. – $120,000/yr., 26 pay periods – 2080 hours
OpenText Developer (APPL SYS ANALYST/PGMR LEAD): $55.29/hr. – $115,000, 26 pay periods – 2080 hours
SharePoint Developer (APPL SYS ANALYST/PGMR LEAD): $50.48/hr. – $105,000, 26 pay periods – 2080 hours
SharePoint Implementer (APPL SYS ANALYST/PGMR I): $45.67/hr. – $95,000, 26 pay periods – 2080 hours
IT Test Analyst – Senior (IT TEST ANALYST I): $36.06/hr. – $75,000/yr., 26 pay periods – 2080 hours
IT Test Analyst – Senior (IT TEST ANALYST I): $36.06/hr. – $75,000/yr., 26 pay periods – 2080 hours
Business Intelligence Report Developer: $29.57/hr. – $61,500/yr., 26 pay periods – 2080 hours
Hyperion Administrator: $60.10/hr. – $125,000, 26 pay periods – 2080 hours
Middleware Analyst/Architect: $62.50/hr. – $130,000, 26 pay periods – 2080 hours

* Figures reflected do not include benefits, which are expected to add 23.11% + $14,300 per position. Benefits have been calculated in the overall funding request

G) Is additional office space needed or will existing space need to be built-out for requested new positions?

No

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: Public Safety Tech Services
Dept. Funding Priority #:

Funding Request*:

Start-Up Costs (One-time)	$	666,863
Cost of Positions (Recurring)	$	377,760
Other Recurring Costs		14,465
Total Request	$	**1,059,088**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Due to a strategic restructure in Universal Services, Public Safety Tech Services is now responsible for maintenance and support of justice applications such as JWeb, Manage Juvenile Casework (MJCW), Voucher Processing System (VIPs), etc., and the implementation of new functionality for projects such as Cite and Release.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Increase the development staff of Public Safety Tech services through a combination of contract and permanent positions. The contract positions will be filled with contractors currently on staff – funded through rollover funds – who have a working knowledge of justice applications and require no new training or business ramp up time. Three (3) new PCNs are being requested for additional support of Public Safety and Justice Applications.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
A similar staffing model and staffing level has previously been used in the Justice Information Management System and Enterprise Application Services departments of Universal Services.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The effectiveness of the staffing approach will be measured by the completion level of tasks and new projects. On a more subjective level, success will be measured by the satisfaction of the agencies supported.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Results will be communicated through status reports to the various justice committees on which Universal Services participates including the Justice Technology Committee, Justice Technology Working Group, Cite and Release Working Group and the Criminal Justice Coordinating Council. Updates will also be provided as requested by Commissioner's Court.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
CAD/RMS Administrator (SYS ADMIN I): $40.87/hr. – $85,000/yr., 26 pay periods – 2080 hours Technical Liaison (ENT BUS SYSTEMS ANALYST I): $39.42/hr. – $82,000/yr., 26 pay periods – 2080 hours Applications Systems Analyst/Programmer – Lead (APPL SYS ANALYST/PGMR LEAD): $50.48/hr. – $105,000/yr., 26 pay periods – 2080 hours * Figures reflected do not include benefits, which are expected to add 23.11% + $14,300 per position. Benefits have been calculated in the overall funding request
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area:
                    Customer Service
Dept. Funding Priority #:

Funding Request*:

Start-Up Costs (One-time)	$	165,000
Cost of Positions (Recurring)	$	213,204
Other Recurring Costs	$	267,020
Total Request	$	**645,224**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The Facilities Security Committee has approved a new security badge design after several departments identified viewing names on the current badges as an issue. There is a push to complete printing of all badges with the new design by 2021 as it is difficult for security to allow employees access to county buildings with multiple badge types. With approved funding, a remote badge distribution site will be established to reduce the number of employees who need to travel to the downtown Customer Service site. The budget request includes the new badges and supplies for the additional printing that will occur. The warranties for most desktop/laptop devices run for 3 years. The recurring costs on this request will allow Universal Services to replace approximately 20% of their inventory of desktop/laptop devices each year (2 years past warranty). This will allow for a consistent budgeting approach rather than a substantial request in any given year while keeping current technology in the hands of technologists. Two new Help Desk positions are being requested to convert long-term contractors to full-time employees. A new Training Specialist position is being requested to focus on Microsoft applications, as there has been a surge in requests related to Office 365 due to the new layout and design of the application.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The funding will be used to purchase the necessary supplies to re-print all security badges; replace desktop/laptop devices that are 2 years out of warranty; and hire full-time resources to keep up with demand for Help Desk support and training. The timeline to complete the security badges is 2021. The timeline to complete the desktop/laptop replacements will be the end of fiscal year 2021. The hiring of existing contractors to full-time can be completed as soon as the funding is available. New positions will be hired as soon as appropriate candidates are identified.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Badge printing is not a new function; the existing process has proven reliable over time. The Budget Office has confirmed that for planning purposes, a linear approach to replacing equipment is preferred to an approach that spikes in certain years.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
The key metric that will be tracked for badge printing is the percentage of badges complete over time. A similar metric will be used to evaluate the desktop/laptop replacement. For the new Training PCN, classroom statistics on the number of classes and students trained will be tracked.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Badge replacement status will be reported to the Facility Security Committee. Additional updates will be provided as requested by Commissioners Court members.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Training Specialist (TRAIN SPEC I): $39.92/hr. – $83,033/yr., 26 pay periods – 2080 hours Help Desk Representative (HLP DSK REP I): $32.82/hr. – $68,256/yr., 26 pay periods – 2080 hours

***Note:** For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Help Desk Representative (HLP DSK REP I): $32.82/hr. – $68,256/yr., 26 pay periods – 2080 hours
* Figures reflected do not include benefits, which are expected to add 23.11% + $14,300 per position. Benefits have been calculated in the overall funding request
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: Emergency Preparedness and Response
Dept. Funding Priority #:

Funding Request*:

Start-Up Costs (One-time)	$	102,167
Cost of Positions (Recurring)		63,545
Other Recurring Costs		0
Total Request	**$**	**165,712**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Due to the recent natural disasters, a sub committee was formed in support of standardizing rescue efforts. As a result of the program, many roles have been identified as needs to properly support such efforts. As this program evolves and grows there will need to be sufficient personnel during trainings, activations and maintenance periods to perform best practices with the ownership of this equipment.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The proposed funding will provide (1) a contract trainer and (2) a full-time Warehouse Logistics Specialist. These roles will be filled as soon as funding is secured and the correct candidates are identified.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Implementation of this program has been emulating other federal programs with their structures. This process is being used with the understanding that their work consists of tested results from major disasters around the world. With the ability to establish similar or like structures as these groups, it will create a channel of communication for collaboration on best practices. The need for a Warehouse Logistics Specialist was identified during the activation for Imelda. It is a position that is listed on the Emergency Preparedness and Response CIP; however, funding for that position would not be requested until the next CIP submission period late in 2020.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Classroom statistics on the number of classes and students trained will be tracked. After action reviews will identify areas of improvement or increased training needs.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Initially, results will be communicated via after action and annual reports. There will be an ongoing initiative to inject more technology into the tracking of work and events. This will help streamline process flows and create efficiencies for reporting each event in a professional manner near instantly as the event is taking place. By doing this we will be able to display reports via dashboards for all audiences to understand what it is we are doing.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Warehouse Logistics Specialist (CUS SVC SP II): $19.23/hr. – $40,000/yr., 26 pay periods – 2080 hours * Figures reflected do not include benefits, which are expected to add 23.11% + $14,300 per position. Benefits have been calculated in the overall funding request
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No.

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: Management and Administration
Dept. Funding Priority #:

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)		106,632
Other Recurring Costs		0
Total Request	$	**106, 632**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Universal Services has acquired the Hugh Road facility and will have personnel using office space in the administration building. A receptionist/administrative assistant is required at the facility. No new funding is being requested for this position due to cost savings in other areas.   Responsibilities for Vehicle Control Numbers were transferred to Universal Services, as well as a PCN and employee, however, no budget was transferred with the position.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Hire a receptionist/administrative assistant. The position will be filled as soon as the PCN is created and an appropriate candidate has been identified.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Not applicable.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Not applicable.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Not applicable.
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Administrative Assistant (ADM ASST I): $34.92/hr. – $72,633/yr., 26 pay periods – 2080 hours   IT Procurement Analyst (PROCU SPEC I):$36.06/hr. – $75,000/yr., 26 pay periods – 20280 hours   * Figures reflected do not include benefits, which are expected to add 23.11% + $14,300. No additional funding is being requested for the Administrative Assistant position; no PCN is being requested for the IT Procurement Analyst position.
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: Fleet Services (Transfer Out)
Dept. Funding Priority #:

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)	$	0
Other Recurring Costs	$	200,000
Total Request	$	**200,000**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
Hours have been expanded at 2 fleet locations, Annex 13 at Barker Cypress and downtown. These expanded hours require additional parts, parts professionals' person-hours and supervision person-hours.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
Parts, parts professionals' person-hours and supervision person-hours are not charged back to fleet services customers. The requested funding will be used to cover these expenses.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
The expanded service hours were requested by Fleet Services customers.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Services metrics are available and reviewed as required.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Updates will be provided as requested by Commissioners Court members
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
None
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
No

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: CIP Operational Budget Impact – Enterprise Resource Planning (ERP)
Dept. Funding Priority #:   1

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)		0
Other Recurring Costs		1,906,000
Total Request	$	**1,906,000**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The implementation of the ERP (IFAS Replacement) Capital Improvement Project (CIP) has an ongoing annual operating budget impact totaling $3,316,000. $1,410,000 was funded in the FY2020 Universal Services operating budget to cover the recurring cost of the human resources required to support the new ERP system. The remaining $1,906,000 is being requested to cover the recurring cost of software and hardware maintenance fees associated with this project. Not funding this recurring expense will have a detrimental effect on the county's financial, procurement, human resources and payroll systems.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The challenge is in obtaining general fund budget to cover the cost of recurring expense resulting from a CIP project. The approach currently used to identify and request an increase in operational budget to cover the recurring costs associated with the implementation of a CIP project is 1) document and report the recurring cost by project as part of the annual CIP Hearing / deliverables, 2) reiterate the recurring cost (for transparency purposes) when funding draws are requested, and 3) request funding for the recurring cost as part of the annual budget process. The funding requested will be used to pay hardware and software annual maintenance/subscription fees introduced as a result of this project. Doing so permits us to have on-call support from the vendors and provides us with important updates including future releases of products, cybersecurity patches, bug fixes, tax table updates, etc.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Recurring operating costs for each CIP project is first presented as part of the annual CIP Hearing deliverables. The recurring cost is reiterated in court letters when funding draws are requested for each CIP project. Lastly, funding to cover the recurring costs associated with each CIP project are included in the annual budget presentation deliverables. All of these documents are published on the Harris County Court Agenda website when submitted.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Contractual obligations will have been met.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Not applicable
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Not applicable
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Not applicable

*Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: CIP Operational Budget Impact – Cybersecurity
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)		535,392
Other Recurring Costs		192,500
Total Request	$	**727,892**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The implementation of the FY2019 Cybersecurity Capital Improvement Project (CIP) has an ongoing annual operating budget impact totaling $727,892. $535,392 is related to three positions created and currently funded by the project. The remaining $192,500 is being requested to cover the recurring cost of software and hardware maintenance fees associated with this project. Not funding this recurring expense will have a detrimental effect on protecting Harris County's information assets.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The challenge is in obtaining general fund budget to cover the cost of recurring expense resulting from a CIP project. The approach currently used to identify and request an increase in operational budget to cover the recurring costs associated with the implementation of a CIP project is 1) document and report the recurring cost by project as part of the annual CIP Hearing / deliverables, 2) reiterate the recurring cost (for transparency purposes) when funding draws are requested, and 3) request funding for the recurring cost as part of the annual budget process. The funding requested will be used to retain three employees (currently funded by the CIP project) in addition to paying the hardware and software annual maintenance/subscription fees introduced as a result of this project. Doing so permits us to retain the needed employees and have vendor support for the required hardware and software, which includes on-call support and important updates including future releases of products, cybersecurity patches, bug fixes, etc.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Recurring operating costs for each CIP project is first presented as part of the annual CIP Hearing deliverables. The recurring cost is reiterated in court letters when funding draws are requested for each CIP project. Lastly, funding to cover the recurring costs associated with each CIP project are included in the annual budget presentation deliverables. All of these documents are published on the Harris County Court Agenda website when submitted.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Contractual obligations will have been met and staff will be retained.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Not applicable
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
(3) IT Security Analyst (Senior): $65/hr. – 2080 hours
* Figures reflected do not include benefits, which are expected to add 23.11% + $14,300 per position. Benefits have been calculated in the overall funding request
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Not applicable

__Note:__ For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: CIP Operational Budget Impact – Emergency Preparedness & Response
Dept. Funding Priority #:   1

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)		68,000
Other Recurring Costs		0
Total Request	$	**68,000**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The implementation of the FY2019 Emergency Preparedness & Response Capital Improvement Project (CIP) has an ongoing annual operating budget impact totaling $68,000. This is related to one position created and currently funded by the project. Not funding this recurring expense will have a detrimental effect on the emergency preparedness and response program.
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The challenge is in obtaining general fund budget to cover the cost of recurring expense resulting from a CIP project. The approach currently used to identify and request an increase in operational budget to cover the recurring costs associated with the implementation of a CIP project is 1) document and report the recurring cost by project as part of the annual CIP Hearing / deliverables, 2) reiterate the recurring cost (for transparency purposes) when funding draws are requested, and 3) request funding for the recurring cost as part of the annual budget process. The funding requested will be used to retain one employee (currently funded by the CIP project).
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Recurring operating costs for each CIP project is first presented as part of the annual CIP Hearing deliverables. The recurring cost is reiterated in court letters when funding draws are requested for each CIP project. Lastly, funding to cover the recurring costs associated with each CIP project are included in the annual budget presentation deliverables. All of these documents are published on the Harris County Court Agenda website when submitted.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Emergency preparedness equipment supported by Universal Services will undergo scheduled maintenance to ensure equipment is operational when needed.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Updates will be provided as requested by Commissioners Court
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Heavy Equipment Technician: $21/hr - 2080 hours
* Figures reflected do not include benefits, which are expected to add 23.11% + $14,300 per position. Benefits have been calculated in the overall funding request
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Not applicable

Note: For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.

Form #3: Budget Expansion Justification Sheet

Department: **Universal Services**

Functional Area: CIP Operational Budget Impact – Security Infrastructure Installation & Upgrades
Dept. Funding Priority #: 1

Funding Request*:

Start-Up Costs (One-time)	$	0
Cost of Positions (Recurring)		275,184
Other Recurring Costs		19,577
Total Request	$	**294,761**

A) Describe the problem, challenge, or opportunity (why funding is needed). State if this is the result of Hurricane Harvey or another specific event.
The implementation of the FY2019 Security Infrastructure Installation & Upgrades Capital Improvement Project (CIP) has an ongoing annual operating budget impact totaling $294,761. $275,184 is related to two positions created and currently funded by the project. The remaining $19,577 is being requested to cover the cost of software and hardware maintenance fees associated with this project. Not funding this recurring expense will have a detrimental effect on maintaining facility security technology (access control and cameras).
B) Describe the proposed approach to address the problem, challenge or opportunity (i.e. what will funding be used for?) and expected outcomes. Provide a timeline.
The challenge is in obtaining general fund budget to cover the cost of recurring expense resulting from a CIP project. The approach currently used to identify and request an increase in operational budget to cover the recurring costs associated with the implementation of a CIP project is 1) document and report the recurring cost by project as part of the annual CIP Hearing / deliverables, 2) reiterate the recurring cost (for transparency purposes) when funding draws are requested, and 3) request funding for the recurring cost as part of the annual budget process.   The funding requested will be used to retain two employees (currently funded by the CIP project) in addition to paying the hardware and software annual maintenance fees introduced as a result of this project. Doing so permits us to retain the needed employees and have vendor support for the required hardware and software, which includes on-call support and important updates including future releases of products, cybersecurity patches, bug fixes, etc.
C) Discuss any data or evidence supporting the proposed approach above. Examples include internal data, input from the community, academic or professional research, etc.
Recurring operating costs for each CIP project is first presented as part of the annual CIP Hearing deliverables. The recurring cost is reiterated in court letters when funding draws are requested for each CIP project. Lastly, funding to cover the recurring costs associated with each CIP project are included in the annual budget presentation deliverables. All of these documents are published on the Harris County Court Agenda website when submitted.
D) How will you evaluate the proposed approach to determine whether it is effective? What specific metrics will you use to evaluate success?
Contractual obligations will have been met and staff will be retained.
E) How will you communicate the results of your evaluation and metrics to Commissioners Court (e.g. create a dashboard to display outcomes, produce an annual report, provide regular updates to Court, etc.)?
Not applicable
F) List each position, the corresponding base salary amount, and the number of pay periods for which funding is requested.
Business Systems Analyst (Senior): $52/hr. – 2080 hours   Systems Administrator (Lead): $44/hr. – 2080 hours   * Figures reflected do not include benefits, which are expected to add 23.11% + $14,300 per position. Benefits have been calculated in the overall funding request
G) Is additional office space needed or will existing space need to be built-out for requested new positions?
Not applicable

Note: *For any requests that are funded, departments are expected to provide an update as part of next year's budget request addressing how the funds were used, how performance metrics were impacted and what was accomplished.*

FY2021 Budget Hearing

Supplemental Budget Information

Harris County Universal Services (HCUS)

Bruce High

Executive Director – Chief Information Officer

November 11, 2019

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Challenges & Opportunities

Cybersecurity

As new threats continue to emerge, and cyber adversaries become more sophisticated and increasingly target state and local governments, it is imperative for the county to continue to invest in new solutions and services that enable us to proactively identify and respond to threats and keep pace with the ever-evolving technology and threat landscape. It is a goal of HCUS to establish and maintain a mature cybersecurity program that is capable of continuously monitoring, governing and improving security to ensure the confidentiality, integrity and availability of county information and technology assets.

Complexity of IT Infrastructure

While there has been some progress, decentralized IT organizations and corresponding duplication of enterprise technologies continues to add complexity, time and cost to deployment and support of security and infrastructure solutions as well as our overall ability to strengthen Harris County's cybersecurity posture. In addition, demand from other County agencies providing their own IT services dilutes our ability to focus on our standards and services, often causing elongated troubleshooting efforts to assist with their unique environments.

Staffing & Compensation

HCUS has been able to address many of our critical skill set requirements through reclassification of PCN's vacated by retirement or resignation, or through net new PCN's justified as part of newly funded capital improvement projects. The ability to perform reclassifications throughout the year continues to be an important part of our strategy in addressing critical skill set needs and we appreciate Commissioners Court and HRRM support of this process.

While HCUS has been successful at reclassifying PCNs vacated by retirement or resignation to address many of the critical skill set needs, there is a need to increase our staff to support growth in both services and service demand. PCN requests are included as part of our budget deliverables along with the requested justification sheets.

While HCUS continues to make strides in attracting and retaining highly skilled professionals, compensation levels have proven to be a limiting factor in our ability to fill open positions. At the time this document was written, HCUS had forty (40) open positions. To continue to be competitive in the Houston / Harris County market, where we compete for resources with industries including oil and gas, high tech, health care, and automotive, it is critical that compensation be evaluated frequently in order to attract and retain employees.

HCUS would like to collaborate with Budget Management (HRRM) in performing a compensation analysis for all of our positions. This would include industry research on competitive compensation/benefits and would result in a possible refresh of the job titles and classifications used by HCUS. It would also include updating position maximums for each title as appropriate based upon the results of the analysis.

Fleet Services

Fleet Services supports the procurement, maintenance and disposal of vehicles and equipment for Harris County departments. This includes over 8,300 vehicles, trailers, and pieces of equipment (mowers, weed eaters, chain saws, etc.). Maintenance and repair services are provided at eleven shop facilities throughout the county. In addition, Fleet Services manages nineteen county owned gas stations as well as managing the fuel cards for all commercial *Fuelman* stations.

Fleet Services is a separate fund whose budget comes from two sources; 1) revenue generated from services performed by automotive technicians and 2) transfer from the HCUS general fund budget. To meet budgetary needs for FY2021, the general fund budget transfer from HCUS will need to increase by $200K to a total of $2.9M. With the HCUS general fund transfer increasing each year, and the labor rate currently charged for automotive technicians not having been changed in years (it is currently $55/hr), HCUS would like to collaborate with Budget Management to re-examine the fleet services cost recovery model. The goal would be to determine what, if anything, should be changed in the cost recovery model to help reduce the impact to the HCUS general fund budget while ensuring the cost of fleet services remains reasonable for the Harris County departments we support.

Operating Expense Resulting from Capital Improvement Projects

The Capital Improvement Program (CIP) has enabled strategic and innovative replacement of obsolete technology, business process improvements, and net new technology capabilities in support of county business functions. While the CIP has been instrumental in addressing technology needs for the county, it is critical that ongoing operational costs associated with these projects be addressed as part of the annual HCUS general fund (operational) budget to ensure we protect the investment in the implemented technology assets. For FY2021, there is ~$3M in annual operating expense created as a result of four capital improvement projects. This ongoing expense is submitted for your consideration on Form 2 of this year's deliverables (Department General Fund Overview and Request for FY20/21 Budget Expansion).

Key Budgetary Impacts

Budget Impact Due to Services Transferred to HCUS

Since fiscal year 2013, HCUS has taken on over $11M in annual operating costs associated with the transfer of information technology services from other Harris County departments seeking to leverage or expand the use of our services. That figure represents ~18% of our current budget. ~$300K of this expense was introduced this year and is included as part of our budget expansion request for FY2021. A summary of these costs by department is reflected in the table below.

Services Transferred to HCUS by Department Since FY2013

Department	Amount
Sheriff's Office	$3,999,000
Fleet Services	$2,400,000
Enterprise	$1,868,604
Engineering	$627,000
Facilities & Property Management	$573,000
Budget Management	$551,000
County Engineer	$333,000
Public Health	$234,000
Sheriff	$206,000
Pre-Trial Services	$186,000
CTS	$139,000
Citizens	$100,000
County Attorney	$70,000
Auditors Office	$70,000
Institute of Forensic Science	$52,000
Juvenile Probation	$49,000
Office of Emergency Management	$20,000
Tax Office	$6,000
Childrens Assessment Center	$6,000
Fire Marshall	$3,000
Court Administration	$2,000

Budget Impact Due to Completion of Capital Improvement Projects

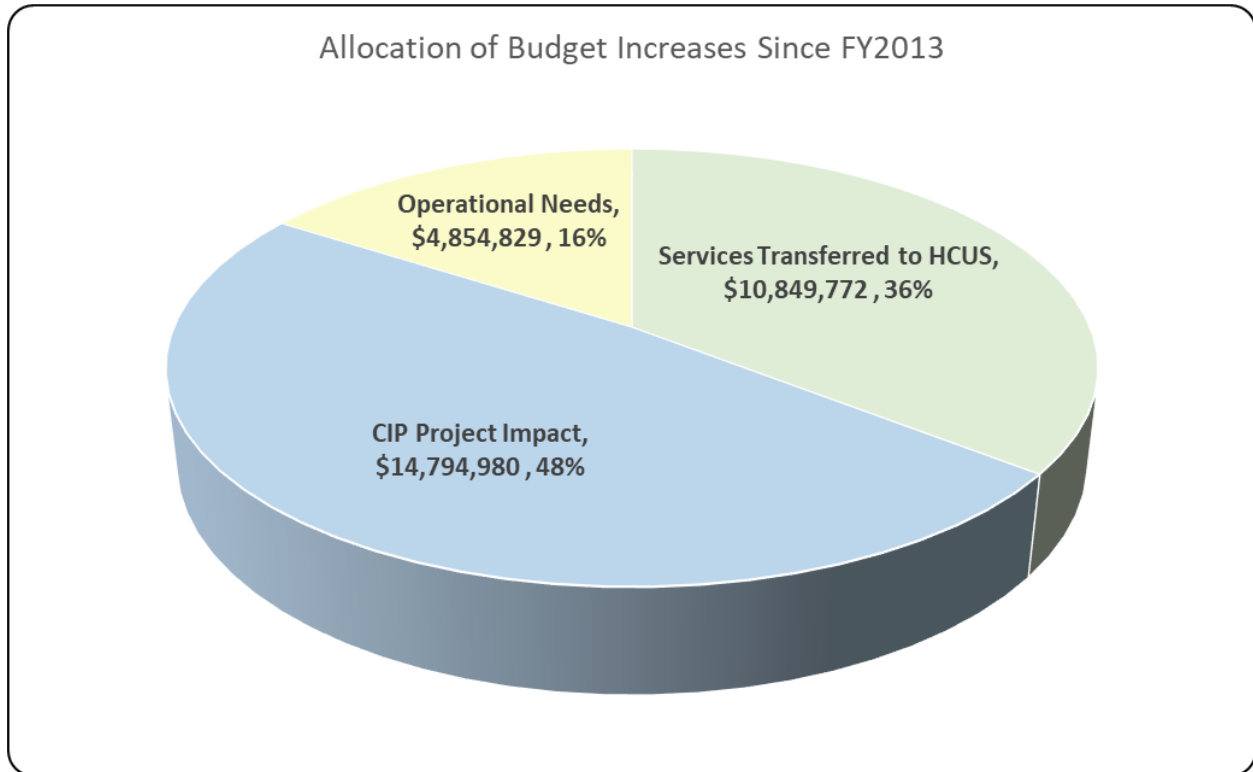Since fiscal year 2016, HCUS has taken on ~$18M in annual operating costs associated with ongoing expense resulting from the completion of capital improvement projects. That figure represents ~28% of our current budget. ~$3M of this expense was introduced this year and is included as part of our budget expansion request for FY2021. A summary of these costs by capital improvement project is reflected in the table below.

Budget Impact by Project Since FY2016

Project	Amount
Cybersecurity	$2,812,892
Disaster Recovery & Business Continuity	$655,000
Emergency Preparedness & Response	$68,000
Enterprise Document & Digital Asset Management	$800,000
Enterprise Resource Planning (ERP)	$3,373,000
Enterprise Web Services	$417,000
Infrastructure Enhancements Replacements	$206,480
Justice Courts Information System (JCIS) Replacement	$740,000
Juvenile Information Sharing	$158,000
Law Enforcement - Body Worn Cameras & Infrastructure	$2,080,000
Law Enforcement - CAD/RMS Replacement	$746,000
Law Enforcement - Detention Control System Upgrade	$41,000
Law Enforcement - Enterprise Analytics	$42,000
Law Enforcement - Jail Management System	$1,076,000
Law Enforcement - Threat Detection Scanner Replacement	$260,000
Networking Repair Replace	$100,000
Public Safety Broadband (LTE) Services	$3,300,000
Security Infrastructure Installation & Upgrades	$554,761
Telephone System Repair Replace	$251,500
Video Conferencing	$110,000

Budget Impact Summary - Transfer of Services to HCUS & CIP

Combined, the transfer of services to HCUS and the ongoing expense generated by capital improvement projects resulted in a ~$25.6M increase to the HCUS operating budget since FY2013 (this figure excludes $3.3M in expense reflected on the previous pages since that expense will not be incurred until FY2021). During that same period, the HCUS operating budget increased ~$30.5M. The variance of ~$4.9M (over eight fiscal years) was used to address other critical operational needs such as compensation adjustments for employees and expansion of services in support of business needs.

To summarize, ~84% of the budget increase provided to HCUS since FY2013 was to support the transfer of IT services to HCUS and the ongoing expense resulting from capital improvement projects. ~16% (an average of 2% per year) was allocated to other critical operational needs. Budget savings resulting from continuous improvement in operating efficiency in conjunction with efforts to reduce/control the cost of contractual obligations has enabled HCUS to successfully operate within our budget allocation.

Allocation of Budget Increases Since FY2013

Operational Needs, $4,854,829 , 16%

Services Transferred to HCUS, $10,849,772 , 36%

CIP Project Impact, $14,794,980 , 48%

HCUS Budget Allocation Overview

Allocation by Labor / Non-Labor

Budget Allocation - Labor vs. Non-Labor

Non-Labor, $16,145,169, 26%

Labor, $45,854,831, 74%

Allocation by Service

Budget Allocation by Service (%)

Service	Percentage
Business Application Services	34%
IT Infrastructure Services	31%
Management & Administration	11%
Public Safety Technology Services	10%
Customer Service	7%
Fleet Services (Transfer Out)	4%
Records Management	1%
Emergency Preparedness & Response	1%

Budget Allocation by Service ($)

Service	Amount
Business Application Services	$21,288,746
IT Infrastructure Services	$19,117,800
Management & Administration	$6,706,113
Public Safety Technology Services	$6,504,142
Customer Service	$4,457,977
Fleet Services (Transfer Out)	$2,700,000
Records Management	$903,734
Emergency Preparedness & Response	$321,488

Allocation by Account Category

Budget Allocation by Account Category (%)

Account Category	Percentage
Employee Compensation	51%
Employee Benefits	20%
Software	10%
Outside Services	7%
Transfer Out to Fleet Services	4%
Other Personnel Expense	4%
Hardware	3%

Budget Allocation by Account Category ($)

Account Category	Amount
Employee Compensation	$31,852,863
Employee Benefits	$12,296,968
Software	$6,441,046
Outside Services	$4,077,165
Transfer Out to Fleet Services	$2,700,000
Other Personnel Expense	$2,661,002
Hardware	$1,970,955